

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



ISLAND CREEK COAL'S HARRISON MAYNARD: "Speaking as a plant foreman for the past twenty-seven years . . ."

OCTOBER 1948

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On The Cover



A MAN need not become the head of a university, president of a corporation, or senator from his home state to be successful. Success is closely tied in to the feeling inside a man that he has achieved certain worthwhile things to account for his years, that he has given a good account of himself as a citizen, as a member of his community, as a producer, and as the head of a family. There are thousands of successful men in America who have not been in the limelight, just as there are many truly unsuccessful ones who are known from Main Street to Broadway.

Harrison Franklin Maynard, whose picture MANAGE is proud to present on its October cover, is one whose success should be of interest to us when we sometimes forget what is the essence of success. Several thousand people, who have just attended the annual management convention of The National Association of Foremen in Philadelphia, had an opportunity to meet him personally and to hear him address a general session there—alongside several top corporation executives—with a zeal and thoughtfulness which won the respect of everyone.

Harrison Maynard is a foreman in the coal mines of West Virginia. When he refers to his position he speaks of it in the language of having "served as plant foreman for the past twenty-seven years," the same way that men who are heads of our great American enterprises of production will speak of having served ten years or twenty years as president.

Mr. Maynard was born September 27, 1893 at Ferguson in Wayne County, West Virginia, where he later attended public and high schools. At age sixteen he secured a job with Rockcastle Lumber Company at Inez, Kentucky and was with them three years.

At nineteen he was employed as a track foreman by the Scranton Coal Company in Kanawha County, West Virginia. It was in October, 1912, that he came to Holden, West Virginia and secured a job as laborer with the Island Creek Coal Company, Mine No. 7. He remembers with pride how, after one year of employment, he was promoted to machinery operator, in which position he served for three years. Thereafter, he was placed in charge of maintenance and after five years was promoted to plant foreman.

If you sit down with Harrison Maynard you will be impressed with his

(Continued Page 34)

MANAGE October 1948

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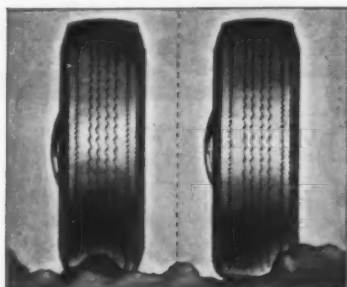
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improvements that goes clear through from the steering mechanism to the tires and wheels of the car.

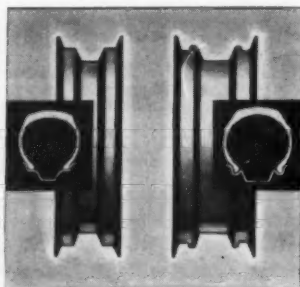
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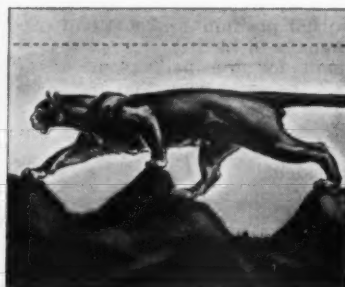
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the Beautiful Chrysler

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NOTICE!

Due to action of the Board of Directors of the NAF since this issue went to press, the "Fifth Annual Conference of Educational Directors," (page 21) has been cancelled.
The Editor.

MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Volume I

OCTOBER 1948

Number 2

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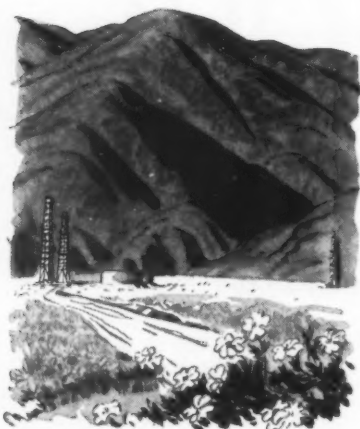
William Levy, Ph. D., Management Development

WEST COAST BUREAU

Roy J. Bell, 1151 South Broadway, Los Angeles 15, Cal.

MANAGE October 1948

How the profit system reduces waste



1. For years Santa Maria Valley, in California, has been a steady producer of natural gas. But Santa Maria gas contains a high percentage of CO₂—carbon dioxide. As any high school chemistry student knows, CO₂ will not burn. So in order to give the Santa Maria product sufficient B.T.U.'s to meet household requirements, additional propane or butane had to be added to it.



2. This was wasteful in two ways. It took propane or butane that could be used elsewhere. And it wasted CO₂ which, when extracted, has many commercial uses. (Among other things, CO₂ puts the "fizz" in soda pop and makes dry ice.) Dry ice interested us particularly because it takes large volumes of CO₂. So when the market for dry ice developed to a point where it justified some rather large plant expenditures, we went to work.



3. We built a CO₂ extraction plant at Santa Maria and we have a dry ice plant under construction. As a result we can purify the natural gas so that it needs no additional propane or butane. And we'll soon be able to turn the CO₂ into a useful sales item. This example is typical of developments that are going on continually at Union Oil.



4. Take wax, for example. Every time you strike a match, buy a loaf of bread or put up a glass of homemade jelly you come in contact with paraffin wax—a very useful by-product of the petroleum industry. Ever since the development of propane solvent refining it has been known that certain high melting point waxes were present in the residues left over from this modern lube oil refining process.



5. But until 1941 no one had perfected an economical way to extract them. After patient experimenting, Union Oil's research department finally developed a process that would do the job. Since then this process has been converting residues—which used to be run back to fuel oil—into high-quality paraffin waxes. (The two grades of this *Aristo Wax* have melting points of 143°/150° and 160°/165° F.)

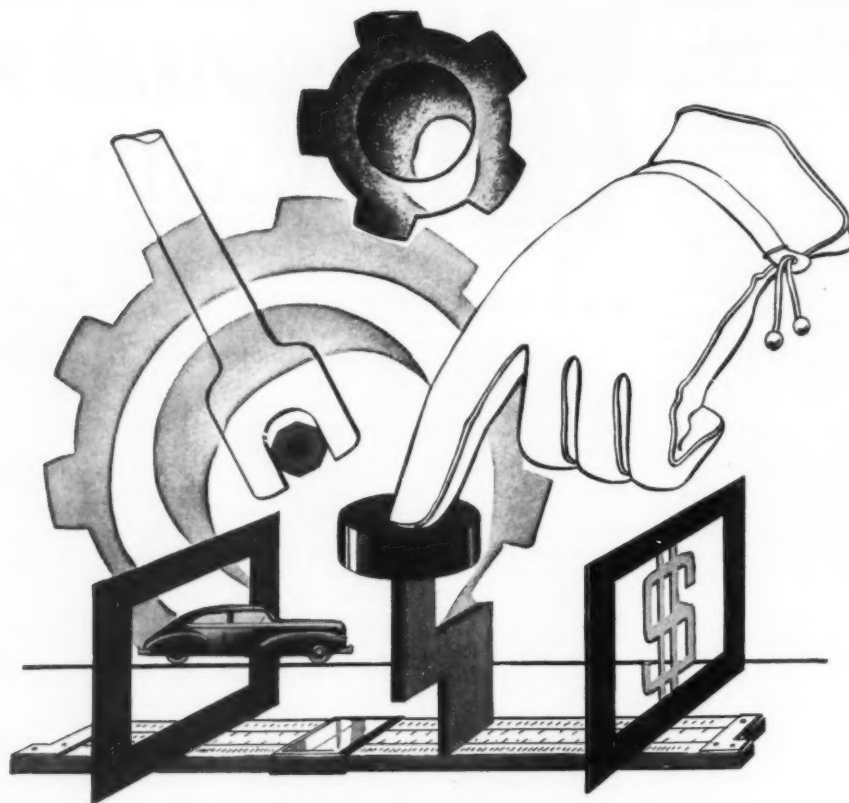


6. To us, these incidents are typical examples of how our free, competitive economy constantly reduces waste and inefficiency. The profit incentive keeps each individual and each individual company continually striving for ways to increase the quality and usefulness of products. Consequently, you have the combined efforts of millions of people working on problems that are supposed to be solved in a planned economy by the handful of men who direct the State.

UNION OIL COMPANY OF CALIFORNIA

INCORPORATED IN CALIFORNIA, OCTOBER 17, 1890

This series, sponsored by the people of Union Oil Company, is dedicated to a discussion of how and why American business functions. We hope you'll feel free to send in any suggestions or criticisms you have to offer. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 14, California.



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MANAG

ADVERTISING LOOKS AT OUR ECONOMIC PROBLEM

"People Often Do Not Realize What Effect Their Actions Will Have On The Basic Principles Of Their Political And Economic System Simply Because They Do Not Know What The Basic Principles Are."

By Donald D. Belding

THE only unchanging thing in this world is the law of constant change.

But through all history the problem has been to *change for the better* and not for the worse. Unfortunately many changes are *for the worse* and by *direct vote of the people*. That happened in ancient Greece and Rome. It is happening right now in many countries in various degrees.

This phenomenon is caused mainly by lack of education.

People often do not realize what effect their actions will have on the basic principles of their political and economic system simply because *they do not know what the basic principles are*.

Then the accumulated mistakes often destroy the system no matter how good it is.

I don't need to review the fact that forces foreign and domestic are attempting to *change our minds* for the worse here. But I do want to mention several points to show what results they have already achieved.

A late study by Dr. Claude Robinson shows 38 per cent of all industrial workers are either hostile or apathetic to their companies under the American economic system.

The Gallup polls in England and the United States give this startling fact: 37 per cent of the working force in England would prefer to work for the government, but 41 per cent of the working force in America would prefer to work for the government.

Every day we read of new exposures of communist influence in our schools and universities. Both professors, students and text books are involved. This situation is deemed "extremely worrisome now but potential dynamite later."

Attempts are constantly being made to penetrate our church groups, veterans and civic organizations.

In all our political offices from dog catcher to the national Congress there are those who religiously follow the communist party line.

The answer to this deplorable condition which has now penetrated every phase of our economic and social life can only be one thing: **EDUCATION**—telling the true facts of our great eco-

Donald D. Belding, Chairman of the Joint ANA-AAAA (Association of National Advertisers — American Association of Advertising Agencies) Committee on the Improvement of Public Understanding of our Economic System; Chairman of the Board of Directors of Foote, Cone and Belding.



nomie system continuously to all the people.

This is a task that management men from foreman to president can do. This is a task that influential and constructive groups must do. It is heartening to see The National Association of Foremen, the Management Men of America, accept leadership in doing the job.

Why People Are Susceptible To Infiltration

Now what are the underlying reasons why people are susceptible to infiltration of totalitarian ideas and what are the points made by the subversives who are poisoning the minds of the American people with such effectiveness?

First the reasons.

There are many but let me name just four that are the most important.

1. The last depression has left its stamp upon this generation of American workers and made them uneasy about our economic system.

2. Frustrations of an industrialized society. When a man works on a long production line doing the same work as dozens of others, when he often cannot find the part he has made in the finished article, when he is merely one of a big group, and no one seems to care whether or not he stays or quits, he builds up a frustration that softens the resistance of that man to communistic infiltration.

3. Being out of touch with the working of our system. A man who punches a time clock, never sees the boss, never is told what is going on, what his chances are for a permanent job, is given no facts about his company, has a justifiable right to be worried about the economic system he is working under.

4. No one is presenting the positive side. Nature cannot stand a vacuum, so when you have a man who is worried about the effects of the last depression, is frustrated on his job and has lost all day-to-day contact with the workings of the system, you have a man who needs some explanations and some answers.

If the affirmative fails to speak, the communist negatives will fill the void.

No wonder the communists have been able to wreak untold damage in this country already.

Claims of Subversives

Now what are the claims made by these subversives to poison the mind of our people against the American Economic System?

Basically there are nine.

First—they claim that their system equalizes wealth and income, thus promising the common man a more abundant life. . . . But the Soviets themselves have disproved their own claim. Not only is the common man worse off in Russia pay-wise, but he shoulders the burden of a huge dictated police-state bureaucracy.

Second—they claim their system checks industrial fluctuations and other resultant unemployment—it eliminates depressions. . . . The fact is no country has yet completely solved the business cycle. The Soviets handle unemployment by forced labor camps—something which wouldn't set well with us as American workers. And besides, in the last depression our unemployed were by far better off than those of any other country and had greater hope for the future. Where else could you find private cars at a government work project?

(Continued Page 36)

THE HIGHER VISION FOR MANAGEMENT

"If Ever We Needed A Pioneering Leadership In Management, That Time Is At Hand."

**By Mason M. Roberts, General Manager
Frigidaire Division, General Motors Corporation**

INDUSTRIAL operation all over the world is suffering from the want of God-given direction in the management of men. It's the age old story of fighting for men's minds. Our first major problem in management operations is to secure enough capable minds to man up our management teams. We need minds that are alert and wise to the power of God's law when put in operation. Yes, I mean in the affairs of management. Too long we have been spending the major portion of our thought and energy in the mad search for design supremacy, financial strength, process superiority and mechanical production efficiency.

To prevent misunderstanding, I do not mean to say that little has been done in the human relations part of management because great progress has been made, but not enough to prevent choosing sides—labor versus management, each one organizing to protect their so-called interests. We all know that when sides are chosen there must be an issue and with an issue at hand, whether it be imaginary, over exaggerated or very real, a battle usually follows, each side fighting for position or control. Usually in such issues other interests become involved, and in this case there are at least four sides now in process of battle, each fighting for position: Management, Labor, Public, Government. So it is not too difficult to see a possibility of this entanglement becoming so involved that our economy, our American way of life which real American citizens cherish so much, will be destined for change.

And mark you this, in my opinion, which of course is but that of one individual, the change will not be one of betterment for many generations to come. As to whether in the scheme of things many generations are too important or not, that is beyond my comprehension. But to you and me as individuals, it is all important because our lifetime will have been consumed.

For the present we find ourselves at the crossroad, confused, bewildered and perplexed. I find myself in a position, at least in part, best described by Emerson: "If your mind is perplexed and your bones are full of pain, your social position availeth little." Management is in that fix, whether we know it or not. If ever we needed a pioneering leadership in management (and that is the crux of the whole thing) that time is at hand.

It was our good fortune in America that during the late war most all industry, agriculture, manufacturing, business and much of our federal gov-

ernment were in strong management hands. Let us never forget that it was American management and the spirit of the Americans to be so managed that won the world's greatest conflict. But in spite of this great achievement, management now finds itself in a position of fighting for its life.

What a paradox it is! A nation with the highest standard of living for the greatest number of people, with the greatest amount of liberty and freedom, the only nation which is in a position to feed the peoples of much of the world—that nation is now strug-



Mason M. Roberts: "Who's going to manage whom and what?"

gling to maintain its system of economy and government!

It is my conviction that unless men in management measure up to their responsibility of leadership (and they are in position of leadership as of now) the fight for the American way of business, industry and government is doomed to failure.

Thus far I have stated the gravity of the situation.

Who Is Going To Manage Whom And What?

There is no question in my mind that men in management in general are sincerely trying so to manage the affairs of business and industry for the benefit of all concerned which includes labor, customer, stockholder, men in management, public, school, church,

government and society in general. Progress in a program as far reaching in its scope as just stated is of necessity very difficult and painstakingly slow. The whole problem is aggravated in many cases to the point of disruptions and complete arrest because of intolerance, impatience and wholesale lack of intelligent reasoning by many leaders. Any resort to collective force by either side, management or labor, is unwise and stupid. Very few if any problems or difficulties are ever solved by the use of force.

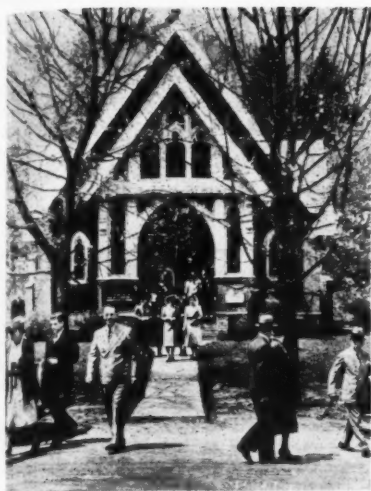
All nations of the earth are now struggling for their very existence after spending staggering sums of money, precious materials and, more important than all that, millions of God-given souls, men, women and children. Down through the years conflict after conflict with devastating destruction should prove to us that resort to force has never solved permanently any issue.

Thus we find ourselves in management relations in industry now having many conflicts back of us but, strangely enough, facing many more because the real issues have not been solved. The real issue, as I see it, boiled down to its simplest form is: Who's going to manage whom and what?

In the main, much of industry is now set up for annual conflicts between management and labor leaders. Experience in the past shows that these annual battles stem from exorbitant and unreasonable demands on the part of organized labor. Current labor leadership with "X" public backing and far too much government backing think they are right, and present management think they are wrong and most unreasonable in their demands. And so the conflict!

There is no question in my mind that before there can be satisfactory working relations between management and labor, confidence must be established in each other so that both groups can set sail on the same course going the same direction. Then, too, it is not a matter of running a race to see who can outrun whom, but rather a united effort in the interests of all concerned. It requires very little reasoning on the part of anyone to understand that nothing but chaos and turmoil can come out of the wide separation and point of view of labor leadership on the one hand and management's point of view on the other.

If we in America believe that the democratic way of life is the right way and the best for all concerned, then it necessarily follows that we believe in the incentive system, competitive work, reward for initiative, freedom to work, freedom to worship, to vote and to engage in free speech. Also, there must be no discrimination in race.



"... even if they go to church they have only about one and one-half hours' atmosphere or influence, while in the factory there's an opportunity for forty hours' influence."

Acme Photo

color or creed. There must be no exercise of monopoly and no abuse in the use of individual or collective power for the good of special group or class.

It is both foolish and stupid for anyone to think or believe that under any system there won't be very poor people. This is in accordance with the law of the talents. Our only hope rests with the individual and his personal behavior, which should be in alignment with God's law. His only other curb or control is that, man to man, he dare not use his riches except for the welfare of his fellowman. He should never use it for extortion or unfair advantage. In the over-all, rich people are a God-send to the people and where they cannot flourish there will be no flourishing society. Mark you, I am speaking now of a democratic society.

Up to now I have been rather general in setting up a background and a basis for my reasoning and point of view. My experience in industry, with a very humble beginning as worker in the stockroom, then as job foreman, foreman, production superintendent, manager of industrial relations, works manager and general manager (totaling thirty-six years), gives me reason to believe that I can speak with some surety concerning management relations. It has always been a challenge for me to make the best use of my physical and mental energy (God-given) for not only my own benefit but all those whom I contact or serve. I have made it a practice to be schooled by everyone I meet because early in life I learned to know that everyone I meet is my master in some point and in that I learn from him.

What Is The Human Touch In Industry?

I believe heart and soul in the principle of the human touch in management. (Please be tolerant of all personal reference because I have no desire to make the slightest personal im-

pression.) Let us consider what is meant by human touch in industry and in management. From the top member of management to the first-line member of management, the foreman, there should be a deep seated desire for and practice of patience, consideration and understanding. All members of management should, by example, maintain poise under all conditions. They should command respect by their standard of morals and good Christian character. They should always be ready and willing to be helpful, no matter how trivial the incident. They should be friendly, fair and firm in carrying out policy. They should avoid any form of unjustified favoritism. At no time should they be responsible for any discrimination. Members of management should maintain proper balance in their administration of policy, protecting the interests of the customer, the worker and the company. Good discipline must be maintained and in all cases of reward and promotion, careful study and proper selection must be made. When and wherever possible members of management should know their workers, know about their families and some of their problems. Through such contacts and real human interest, management should be able to win back worker loyalty.

Constant vigilance on all the aforementioned, plus top wages consistent with lowest selling price and adequate profit to keep the company in strong and healthy position, should finally prove to all employees that management is operating the business for the welfare of all concerned. Oh yes, good, clean, well lighted, ventilated and safe working conditions must not be overlooked; also, all possible methods of

letting the workers be noticed, suggestion plans, athletics, recreation, picnics, plays, chorus and any other plan of worker participation.

Once again, the real issue is: Who's going to manage whom and what? The ring has been squared, the fight is in full operation, the stake is men's minds. And so the question: Who will win, competent men of management or irresponsible men of organized labor?

If you really believe in our democracy, competitive, free enterprise, liberty, freedom and the highest standard of living in the world, you had better lend every effort and help to see to it that management wins the fight. There is no other way of maintaining the American way of life. It is easy to say management must win, but they won't win until they have a clear vision of the job that must be done.

Foes Of Management Plan Socialization

The foes of management are powerful, well financed and imbued with the attitude that the end justifies the means. Some of the leadership in government and far too much leadership in organized labor have been and still are sitting on the side line like vultures watching for their prey, eagerly waiting for the year-end statement so they can set their demands. They are not concerned about management surviving the strain because in both cases they have designs to take over and operate not as private enterprise but socialized for production. Some labor leadership is set to the end, and will use whatever means they can get away with, to wedge into management, have a voice in management without the normal process of purchase.

(Continued Page 40)



"It's the age old story of fighting for men's minds. . . . If you really believe in democracy, competitive free enterprise, liberty, freedom and the highest standard of living in the world, you had better lend every effort and help see to it that management wins the fight. . . ."

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"THE FOREMAN HAS BEEN PUSHED AROUND BUT . . ."

"A Disquieting Number of High-Caliber Wage-Earners Are Today Reported Reluctant, If not Positively Unwilling, To Accept Promotion Up From The Ranks To Foremanship" . . . Why?

**By Whiting Williams
Counsel In Employee and Public
Relations**

"AFTER years and decades of holding our jobs only by being pretty tough with our men, the Company suddenly goes union and next thing you know, more than a few of us are told how 'A steward just now claims you push your gang so hard that he'll make your department hit the bricks tomorrow unless you're fired today. . . . So . . . here's your check and good-bye!'" . . .

"Just yesterday, the Super passes within five feet of me without even a nod and then walks twenty yards out of his way to spend half an hour chinning with his arm around my department's committeeman!" . . .

"If we foremen ask our higher-ups about this or that improvement, nothing much happens. But if the union's bosses come in with the same idea, chances are it's in effect before shift-end!" . . .

"So then this committeeman tells me I'm all wet—that the company president himself announced an entirely new policy when the union heads met with him night before last. . . . I don't need to tell you where that puts me!" . . .

Across the country such testimonies as these have been almost shamefully easy for a good listener to pick up in recent months and years. The reason: too many managers have felt obliged to avoid trouble by polishing the union apple—at whatever cost to the self-respect, feelings and loyalty of their own lieutenants.

But, bad as they are, these complaints are only part of the picture. To them must be added the others rightly called forth when, a few years ago, Labor Boards, the Federal Treasury and other Washington agencies so regularly granted raises to the unskilled hourly-rated wage-earners while denying them to the salaried carriers of managerial responsibility.

By themselves these two afflictions were enough to make a lot of foremen decidedly unhappy. Unfortunately, they happened to come on top of a decade or two of fundamental and extremely trying shift and readjustment in the foreman's whole list of duties and relationships. Granted that this big shift was required in the interest of properly efficient and productive administration . . . nevertheless, it was neither easy nor pleasant for him to see handed over to the employment and related departments his ancient right to hire his people at the gate, to set



Whiting Williams: "Sure, I'd rather have a lousy job with a good foreman than a good job under a lousy one."

their task and rate with a minimum of consultation and to fire them at pretty much his own good pleasure—to say nothing of those other responsibilities for ventilation, lighting, upkeep, maintenance and what-not that had to be passed over to engineers and other plant-wide experts.

In spite of its long duration, this deep-going readjustment has by no means yet been everywhere accomplished. Still less has it been everywhere accepted without complaint. It is safe to say, however, that the great majority of supervisors have come to consider its heavy cost in frustration and disappointment not too great a price to pay for the privilege of moving up from the unpleasant duties of the driver-boss to the dignity and status of the leader. All the same, it was most unfortunate that just when the feelings hurt by this unavoidable and constructive transition were about to be calmed down, they had again to be riled up by these latest and quite needless attacks at the hands of union and government.

No wonder that, during several recent decades, many a foreman has considered himself pretty badly pushed around!

One result of all this long tribulation is such complaints as those quoted above. Luckily, however, another result is the "Taft-Hartley" Law and the way it aims to take management in general and the foreman in particular

out from under the thick wraps which the Wagner Act wove to muffle and confine them. A still further result is the present-moment awakening to the huge importance of the foreman's function under 1948 conditions—including the kind of approach to that present-moment function and its maximum development which is represented by this new magazine called MANAGE.

This awakening and this approach are demonstrated by the greater-than-ever attention now given to foreman training: witness the number of district and nation-wide conventions of training directors. This attention is certainly all to the good. Every supervisor—like all the rest of us—needs all the pointers he can get if he is to come anywhere near mastering all those complex skills of leadership required if his men are to work because they WANT and not, as in by-gone days, because they feel FORCED to.

Nevertheless, considering all the troubles past years have brought him, it is easy to expect too much of formal "training" and to forget that no foreman can be helped to develop his utmost capacity as a leader simply by being given a kit of psychological tools and told how he should treat his people under him.

"Can you tell us," so an executive asked me not long ago, "what points we should cover for properly instructing our supervisors in the half-dozen different companies which we have lately added to our original two?"

"Before you can expect any course of training to get good acceptance and worth-while results," I felt impelled to reply, "you will be wise, first, to learn just where your prospective class or conference members now stand in each of those half-dozen outfits—just what are their present responsibilities and authorities, just how their remuneration, prerequisites and privileges compare with those of the workers they're expected to treat properly—in short, to what extent they themselves are treated by their superiors as actual and important members of management."

Lord knows, my experience as a member of labor-gangs bossed by every known species of foremen, straw-bosses, pushers, and what-have-you makes me favor foremen training and lots of it. If this my personal experience were not enough, there are all the years since then of interviewing wage-earners and finding them completely unanimous in agreeing that "Sure, I'd rather have a lousy job with a good foreman than a good job under a lousy one!"

All the same, I believe it is not so much the lack of adequate foreman training as the lack of proper foreman status in the managerial family that is to blame for this very surprising and serious situation—namely, that a disquieting number of high-caliber wage-earners are today reported reluctant, if not positively unwilling, to accept promotion up from the ranks to foremanship!

It is perhaps no great criticism of management that the supervisor's rung on the ladder of job importance has in so many outfits got badly out of kilter. Fact is, the industrial executive himself, in recent years, has suffered from more than a little pushing around.

It's a matter of history that, ever since 1933, we have been witnessing nothing less than a war between Mr. Industrial Manager and Mr. Governmental Politico. This war has been—and still is—a tough one for the simple reason that Mr. Politico claims that, while he is a benevolent, easy-going, wealth distributor, Mr. Manager is nothing but a hard-boiled, cold-blooded, wealth producer. Partly because Mr. Politico contrived to team up so cozily with Mr. Labor Leader, this war has for more than a decade been just about the most important factor in the economic and social equation not only of our own national life, but also of Europe's and pretty much the rest of the world's. According to various economists besides Henry Hazlitt of *NEWSWEEK*, Europe today needs our manufactured products not so much because World War II blew its plants and machines to smithereens as because its particular version of this same war between industrial producer and political distributor destroyed not only the wage-earner's and the manager's "will to work" but also the investor's "will to risk."

Thanks to the way our war-time "miracle of production" saved democracy, and to the number of our fellow citizens who voted for a change of government back in November, 1946 (and thereby brought about the "Taft-Hartley" Law), our own battle between the leaders of industry, government and labor has not become much less bitter. At any rate, executive, fore-



"Partly because Mr. Politico contrived to team up so cozily with Mr. Labor Leader, this 'war' for more than a decade has been just about the most important factor in the economic and social equation. . . ."

man and all in between are now freer than in many years to do a bang-up job of meeting our own and Europe's needs. And just about the most hopeful sign on our industrial horizon is that so many of our "brass hats" are now tackling this biggest-ever job by intelligent and conscientious effort not simply to develop to their maximum the skills of the foreman-leader, but also to re-establish and enlarge the dignity and the status of his function.

To be sure, it has to be reported, almost unbelievable though it is, that some few managers are figuring that "Taft-Hartley" now makes this effort nothing but a needless luxury. But, surely, nothing is plainer—or more timely—than these three propositions:

1. That, not simply to "avoid trouble," but to build a winning team, wise management is now permitted by "Taft-Hartley"—also urged by John Q. Public and the whole country's improved "psychological climate"—to

seek the confidence of its every rank-and-filer. (This effort must be made and this team must be built, within the frame-work of collective bargaining. But this frame-work now allows both employer and employee to enjoy many powers and privileges formerly monopolized by the union leader. Furthermore, the seniority rights and pensions gained by collective bargaining now tie the security of every worker more closely than ever before with the long-term welfare and permanency of his employer-company.)

2. That, to gain this indispensable confidence, management's facts and explanations, its "communications," are by themselves not enough. To gain belief and acceptance, they must be supported by every employee's daily experience of the satisfactions of belonging to a working, winning, team.

3. That to this end, even the wisest and fairest of Company policies, programs, and procedures are useless unless these are made part and parcel of the worker's daily team-experience by loyal, honest, skillful, foremen.

It will spell the end of our world-famous productiveness and efficiency—also of our beloved "Land of Opportunity"—if ever our most capable rank-and-filers stop hoping for promotion up into the first level of management. A big reason for our world-pre-eminence is the number of able and successful executives who are happy to explain that of all the big moments of their career, the most important was the one when they were asked to tackle the job of leading their "gang"—of becoming a foreman!

"Here's why," explained a well-known company's vice-president of manufacture. "On these swing-panels here near my desk, are the names, education, experience, rating and photo of our every supervisor. Never do we fill any position open up the line without giving these panels a careful once-over. So once a man's card is pasted there, he's on his way up!"

The continuance of our competitive enterprise system depends upon the continuance of a top management wise enough to keep that way-up open and attractive. But, the foreman's wish for
(Continued Page 39)

'Meet Whiting Williams'

Whiting Williams, Cleveland writer, lecturer and consultant, has long been noted for his unique approach to the complex problems of human relations in industry. After studying in various universities here and abroad, and serving as assistant to the president of an Ohio college, executive secretary of Cleveland's—and the country's—first Welfare Federation, he left his job as director of a steel company's personnel and spent several years in overalls as a shovel-wrestler in the mines and steelplants of America, Great Britain,

France and Germany. Besides living at other times in flop-houses with the unemployed or studying industrial disputes as a journalist strike-breaker, he has talked without an interpreter with the laborers of Russia, Italy and Latin America.

During the past 30 years, the four books and numberless articles of this combined hobo, Master of Arts and Fellow of the (London) Royal Geographical Society, have exercised wide and constructive influence, while his work as consultant in many industries has helped greatly toward the mutual understanding now so acutely needed.

Mr. Williams spent the summer of 1947 re-visiting many of the industrial and mining centers in England, Wales,

and North France in which he lived and worked in former years.

As a contributing editor of *MAN-AGE*, we are certain that Mr. Williams' articles will win and hold the interest and attention of everyone in management. He is no newcomer to many long-standing members of the NAF. In 1925, in the old *FOREMEN'S MAGAZINE*, he was listed as a speaker for foremen's clubs along with Alvin Dodd, Louis Ruthenburg, and Sherman Rogers when Thomas B. Fordham was president of the NAF. His address before an annual NAF convention was printed in the July, 1926 issue of *THE FOREMEN'S MAGAZINE* which the NAF was publishing at that time.—Editor.

WE KNOW OUR MACHINES ... DO WE KNOW OUR MEN?

Some Points From Psychological Research . . . To More Fully Comprehend The Basic Fundamentals Underlying Problems of Human Behavior.

BUSINESS leaders are beginning to realize that in the extraordinary industrial progress attained during recent decades, the area in which least headway has been made is that of human relations. Yet all agree that the fundamental values, those which affect more than any others the success or failure of an industrial enterprise, are the human values.

In our effort to understand and attempt to supervise the human element in industry, we have evolved the fields of industrial relations, personnel relations, employee relations and public relations. Each of these, although by no means independent of the others, has developed a technique and a vocabulary all its own. Supervisory training and psychological testing have been invented in an effort to raise our human selection standards. Job analysis, time and motion study and job standards have been introduced in order to measure human output and to reward it more equitably. Public opinion polls and attitude surveys have been developed to get at the opinions of our customers and our employees toward our products and our managements. In a general effort to study and improve our industrial human relations, we stab in all directions, from all directions.

In analyzing the attitude of working people, it behooves us to investigate and study several very important factors in order to get at the roots of the problem and to make necessary adjustments.

If we are to accent the individual in industry today, first we must know the individual—who he is—and what he wants. There is a lot of mixed up thinking on this aspect of human relations. If we attempt to analyze the individual, we ask ourselves—who is he—and we come up with something like this:

He is an individualist.

He is an optimist.

He has an intense sense of pride.

He has a strong feeling of fair play.

He is intelligent.

Now, if we ask ourselves the question—what does he want—we come up with an answer something like this:

He wants security. He wants to feel that as long as he does his job well, nothing unfair is going to happen to him.

He wants opportunity. He wants a chance to reach the top. He may know in his heart that he will never get there, but he still wants the way open.

He wants recognition—as an individual.

He wants a feeling of job satisfaction. This comes about through a combination of various factors. He wants to feel he is doing something worthwhile. He doesn't want to trade his life for money alone.

He wants to have a feeling of pride. Pride in his Company and pride in his boss.

If we analyze these various wants and desires of an individual, I believe we will readily agree that it becomes a very difficult task in solving the maze of emotional conflict prevalent in groups of employees in industry.

In order to approach the problem, those responsible for the employee relations in a business, should spend considerable time in psychological research, to more fully comprehend the basic fundamentals underlying problems of human behavior.

If this is done, one will be confronted with a technical analogy similar to information which I would like to describe briefly.

Employee Disturbances

It is commonly recognized that any disturbing condition that temporarily



M. S. Dailey: "And don't forget this—if it were easy to be a manager, the ranks of management would be so crowded already, we wouldn't stand a chance of getting in."

By

M. S. Dailey, Personnel Manager
Manitowoc Shipbuilding Company

upsets one's equilibrium, disturbs one's capacity for making sound judgments and proper muscular coordinations. This is particularly true of those who easily become victims of excitement and worry. Any unusual situation, such as suddenly imposed tasks, increased efforts of speed, unusual remarks from one in authority or any change in the environmental situation, accentuates an ever present tendency and temporarily unbalances the person. This condition is particularly true of the accident-prone person. Studies of extreme cases show them to be more excitable and more easily upset, and to possess more psychoneurotic symptoms than the average worker.

The specific situations that may disturb an employee and upset his emotional balance has been the subject of repeated studies. For the purpose of a comprehensive analysis, suppose we analyze several factors that lead to degeneration of a worker's attitude.

Plant worries—often they are of an imaginary type, such as ill treatment from fellow workers or foremen. At other times they are based on fears of various kinds: fears of discharge, demotion, of accident, or of any mishap in the worker's relationship with other people.

Home difficulties—these may be of a minor or major type. Sometimes they are due to embarrassing situations into which the children are or may become involved. They may be due to attitudes of the wife and demands from her; to criticism from family or neighbors; to unsolved problems in the man's relations with other members of his family.

Fatigue and loss of sleep—in which a vicious circle is maintained, both of them induced by worry and in turn accentuating the cause.

Periodic emotional disturbances—which accompany over 40% of the accidents in industry today. Surveys point out that fluctuations of emotional tone from day to day and at different hours of the day, and sometimes for five or six weeks at one time, are correlated highly with accident frequency, extremes of either depression or elation correlated with accident occurrence, the depressed state resulting in lowered competency, and the elated state in less carefulness.

In industrial situations such people appear to fall into two general classes:

1. Those who have been satisfactory workers and for apparently unaccountable reasons have begun to slip. The high producer becomes mediocre, the fast worker becomes slow or erratic, the accurate worker becomes unreliable.

2. Those who are continually unsatisfactory. They are frequently ill or continually dissatisfied, or in a constant state of worry, or show any of the marked characteristics that are pe-

cular to the emotionally unbalanced groups.

Few individuals are able to make adjustments that are always complete. Even a good personality has some wants that are only partly satisfied. This may be due to conditions that make complete adjustment impossible. Wants may not fit limitations. At such times, halfway adjustments are unavoidable and justified. However, ineffective adjustments may also be due to ineffective adjustment habits. Better methods of adjustment are possible but have not been learned. In such case, there is little excuse for *partial adjustments*. There is need for personality reformation. Ineffective habits should be eliminated and more effective ones learned. The first step is to be able to recognize habits that afford but limited adjustment.

When the satisfaction of a want is thwarted by a difficulty of considerable magnitude, *partial relief* of the resulting tensions may be accomplished by *indirect substitute satisfaction*. Direct adjustment is not made but some other adjustment is substituted that affords partial satisfaction. It is better than nothing.

Daydreams May Be Good—Or Bad

In analyzing personality traits in individuals we find several conditions that may influence opinions as well as actions. *Daydreams* for instance may be good, or they may be bad. When they are the forerunners of future action, they are good. When they are substitutes for future action, they are bad. Daydreams can be plans, predictions, blueprints. They can be ideals for guiding the most complete and satisfying adjustments. But they can also be ends in themselves. They can be substitutes for adjustments. The day-



"After all, there are in this country many more successes than failures—many more well adjusted people than malcontents. It is time that we who are in the majority make our voices heard in the affairs of the country."
—Acme Photo

dreamer is often one who has found that desired adjustments are too costly in effort. He feels that the satisfaction of adjustment is not worth the cost of its accomplishment. So he retreats from the outside world of reality with its difficult adjustments into the world of his own imagination. Here difficulties are easily eliminated and successful adjustments are achieved without effort. He knows that his dreams are not real but he enjoys them anyhow. They partly relieve the tensions of his unsatisfied wants, and they do him no harm.

Another personality trait is *identification*. It is sometimes pleasant to identify oneself with those who have made adjustments that we would like to make. For example, it is difficult to become an athlete, but it is not difficult to join an athletic club and associate with athletes. It is difficult to become wealthy, but it is not so difficult to join a country club and associate with the wealthy. It is difficult to graduate from college, but it is not difficult to attend college functions and become quite "collegiate." There is some satisfaction in being identified with those who have satisfied the wants we would like to satisfy if we were not thwarted in doing so. Identification is better than nothing if direct adjustment is impossible, but it should not become a habit that interferes with more complete adjustment.

Then there is the psychosis of *overemphasis*. A little man would like to be influential with his fellows but he is so short that they seldom notice him—so he develops a loud voice. This tends to detract attention from his size to his voice. An unattractive woman would like to be attractive, but her physical charms are below average—so she develops a habit of wearing spectacularly attractive clothing. This tends to detract attention from her physical limitations. Well adjusted

people do not overemphasize anything. They do not need to. They are not trying to cover up anything and they do not feel the need for undue attention. Overemphasis of a trait or adjustment is usually to detract attention from some other trait or adjustment regarding which the individual feels inferior.

Further, we investigate the aspect of *delinquency*. It is characteristic of all individuals, regardless of age, to desire the approval of others. Every child wants to secure and maintain desirable social status. If he does not attain it, he seeks some substitute satisfaction. Children who do inferior school work, and thus lose social status, may compensate for it by exhibiting superior bravery in acts of delinquency. Students of delinquency have found that the factor that correlated most highly with delinquency among school children was low grades. This does not prove that low grades cause delinquency—only that they are both factors in the same situation. However, the implication is that if the child could have his want for social approval satisfied in school, he would not seek it elsewhere. Children socially accepted in school do not need to seek social acceptance with the delinquent gang.

When conditions beyond control make satisfaction of wants impossible, partial satisfaction can be attained by changing the want to one that is closely related but more "sublime." *Sublimation* refers to the indirect expression of primitive urges in socially acceptable and useful behavior patterns. Everyday life is full of illustrations. The good teacher is often the motherly type who was never asked to marry and now sublimates her wants by mothering other people's children. A local druggist intended to be a physician but his grades were too low to

(Continued Page 42)



The fox reasoned that the grapes which were too high to reach were too sour anyhow."



NAF delegates to the National Convention enjoy a ball game between the Phillies and the Brooklyn Dodgers.



Pennsylvania's Governor James H. Duff: "Industry's Role in the Keystone State is one of which the Nation can be proud. . . ."

NAF SILVER ANNIVERSARY

THE twenty-fifth "Silver Anniversary" Convention of The National Association of Foremen was opened formally at 10 a.m. Thursday, September 23, 1948, in Philadelphia's Convention Hall with the introduction by Bert Walters (Philadelphia) of C. W. Dalton, NAF director and chairman of the NAF Convention Committee. Dr. Ivan Murray Rose gave the invocation.

John Wood of Kalamazoo, Michigan, NAF executive vice president, gave the thousands of assembled delegates the message of NAF President B. A. Hodapp who was prevented from participating by the grave illness which had overtaken him during August.

Mr. Wood extended a welcome in behalf of the NAF Board of Directors and the nearly 40,000 management men of the NAF representing 1200 companies in 36 states. He paid tribute to the "men of vision" who were the founders of the organization and to those who had worked so hard to make this year's meeting a success. Speaking of the Convention theme—"Freedom and Responsibility Inseparable—America's Precious Heritage"—Mr. Wood said it "engenders serious thinking on the part of everyone about the most critical and vital problem facing industry and the country."

Philadelphia's genial Mayor Bernard Samuel, spoke of his city's revered place and historic background in the development of those ideals and principles which characterize America and

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encouraged the NAF to carry on the fight in industry with all the vigor at its command to keep those principles alive and real. He extended a warm welcome to the huge assemblage of management men in behalf of the citizens of Philadelphia.

The message of Pennsylvania's hard-hitting Governor James H. Duff, praised industry's role in the Keystone State and recounted its progress and vital importance to the Nation. "We need an earnest extension of the philosophy of the NAF in every plant and every industrial community in the country," he said, "if we are to redeem the sacrifices and labors of our forefathers and keep America strong."

Following a musical interlude, the annual meeting got underway with speeches, panel discussions, workshops and sectional conferences, all of which will be covered in the special proceedings section of the November issue of MANAGE.

General assembly speakers scheduled to appear at press time, starting Thursday a.m., included Mr. Charles M. White, president of Republic Steel Corporation, and introduced by Mr. Charles R. Redding, president of Leeds & Northrup Company; afternoon



Attendance Committee headed by Joe Cox, national attendance chairman, with the convention manager and staff at headquarters in the Ben Franklin Hotel, checking over the hundreds of companies which had sent management men from across the Nation and Canada. Staff chiefs responsible for attendance were (left to right, seated): George Krewson, Link Belt Co., Philadelphia; Roy Wohlford, ACF Brill Motors Co., Philadelphia; Joe Cox, Delco Products Div., GMC, Dayton; Harry Verdier, industrial secretary, YMCA of Germantown; Norman Staub, Link Belt Co., Philadelphia; (standing) C. C. Akridge, convention manager; Evelyn M. Peterson, secretary to Mr. Akridge; Pete Henson, regional manager; not in picture, William Disston, The Henry Disston & Sons, Inc., Philadelphia.

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(Thursday), general session invocation by Reverend John J. Long, S.J.; address by Mr. Harrison Maynard, plant foreman, Island Creek Coal Company, Holden, West Virginia; evening, Mr. L. M. Smith, vice president of Alabama Power Company of Birmingham, introduced by Mr. William L. Batt, president, SKF Industries, Inc. and following a half hour of entertainment and special features, recognitions and announcements.

Friday, following invocation by Reverend Harry Dean Scholfield, Dr. J. E. Bathurst, national manager of the NAF—"The NAF Message"; address by Mr. Fred L. Maytag, II, president of The Maytag Company, introduced by Mr. R. R. Monroe, president of ACF Brill Motors Company. Friday afternoon: address by Mr. Gordon L. Hostetter, director, Employers' Association of Chicago, introduced by Mr. W. J. Meinel, president of The Heinz Manufacturing Company.

Friday night the main auditorium was the scene of Family Night—open house for members, delegates and their families and friends. Saturday was given over to tours of Philadelphia's historic spots and to special features such as the ball game at Shibe Park "Phillies vs. Brooklyn Dodgers."

While the unofficial delegates to the Convention were busy attending sessions on Thursday and Friday, official delegates and the 100-member NAF board of directors were hard at work on Wednesday afternoon and evening

(Continued Page 30)



Philadelphia's Mayor Bernard Samuel: "In behalf of the citizens of Philadelphia, welcome . . ."

Lest We Forget: "Freedom and Responsibility Inseparable—America's Precious Heritage."

NEW TRENDS SUGGEST NEED FOR NAF MEMBERSHIP ELIGIBILITY STANDARDS

Adoption Of Suggested NAF Standards Follows Growing Distinction Between Management And Labor Groups, Recent Court Decisions And Taft-Hartley Law Definitions.

By J. E. Bathurst, Manager
National Association of Foremen



J. E. Bathurst

THE time has come when management men must stand up and be counted. Hence the pressing problem before us today is, who is management? That is, what are the requisites or standards for membership in management or in The National Association of Foremen? Why is it desirable to set up definite standards now?

At the present time, there are certain definite trends which make it very desirable to set up eligibility requirements for membership. These trends may be summarized as follows:

A line of demarcation is rapidly being drawn between labor and management. There are a number of influences tending to bring this about. The Congress, through the "Taft-Hartley" Law, has drawn a line. The courts, in their interpretation of that and of the Wagner Act, are drawing a line. The NLRB through its directives is tending to draw a line. Industry itself is spending thousands of dollars drawing a line between management and labor. Even labor unions are demanding that a line be drawn. In some instances this demand takes the form of a lawsuit; in others, such demands are made across the bargaining table.

Another factor which makes this trend more significant to the NAF is its own rapid growth within recent months. Only seventeen months ago the NAF membership stood at little over 18,000 with approximately 160 clubs. Today the membership has passed the 37,000 mark with substantially over 300 clubs. In addition to this rapid growth, the NAF has increased in prestige to the point where it is being widely observed. Congress is taking note of it. The courts are taking notice of it. Various industries and even the public itself are taking notice of it. As a result of this increasing prestige, as well as rapid growth, it has been necessary to assume greater responsibility especially in determining who is and who is not management. It is being recognized that while laws can draw a line, only education and development can actually make a foreman or any other supervisor a functional member of management.

In view of these considerations—the definite drawing of a line legally between management and labor, the rapid growth of NAF, the assuming of greater responsibility on the part of

NAF—it is desirable that we set up definite eligibility standards. This is necessary not only to protect ourselves but also the companies that are affiliated with us. More and more, membership in The National Association of Foremen is tantamount to becoming a real member of management.

Therefore, it is suggested that three standards be set up. It is understood that any person who meets any one of these standards, not necessarily all, is eligible to membership.

(1) The first standard—any person who devotes 80 per cent or more of his time to supervisory duties is eligible to belong to an NAF management club.

(2) The second standard—any person who qualifies under the "Taft-Hartley" Law is eligible to belong to an NAF management club. It should be noted in this connection that this law provides as follows:

... "any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action if in connection with the foregoing the exercises of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment."

... "Nothing herein shall prohibit any individual employed as a supervisor from becoming or remaining a member of a labor organization, but no employer subject to this act shall be compelled to deem individuals herein defined as supervisors as em-



NAF National Manager J. E. Bathurst discusses eligibility standards for management during recent NAF staff conference at Dayton headquarters. Seated (left to right): Jean Adams (NAF secretary), Monsalvatge, Erickson, Yost, Manley, Kappler, Levy, Joseph Cox (NAF treasurer), Cholewin, Akridge, Coopland, Henson, Lamp; Bell, not present.

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employees for the purpose of any law, either national or local, relating to collective bargaining."

It is the present understanding that a supervisor who either hires or fires or promotes or demotes or who does any one of these, or effectively recommends any one, is a supervisor according to this law. It is also understood that by "effectively recommends" means "as a rule". In other words, if the recommendations of a person are accepted as a rule, that person effectively recommends and is hence a supervisor according to the "Taft-Hartley" Law.

It is to be further noted that a person might not devote 80 per cent of his time to supervisory work and still qualify under the "Taft-Hartley" Law.

(3) The third standard—deals with the service departments where most difficulty of determining eligibility is encountered. Such departments as safety, methods, engineering, accounting, sales, and the like are the service departments in a company and frequently a man may be head of a service department but not supervise individuals. The suggested standard is that any person who supervises a function, whether he supervises others or not, is eligible to become a member of an NAF management club.

The question naturally arises, who determines whether or not a person is head of a function? And who determines when a large function may be broken down into a number of small functions, and would a person who is top man in a small function, even though he does not supervise anybody, become eligible? The answer is that the responsible officials of a company determine what a function is. Of course, if a person in a service department supervises others, he unquestionably is eligible to become a member; but where he does not supervise any persons, then the determination of whether or not he supervises a function rests upon responsible company officials.

It is highly recommended that all companies affiliated with NAF, if they have not already done so, immediately define clearly its various functions and determine what position controls that particular function. In other words, in setting up functions or in determining eligibility for membership in an NAF management club, this should be done by position and not by individuals. For example, the position as head of safety is eligible to belong to an NAF management club, that is, the incumbent of that position; but in classifying positions for the purpose of determining eligibility, classification should not be by individuals but by positions. Hence, the person does not become eligible—it is the position that a person fills that makes him eligible.

It is suggested that if a supervisor, for any reason whatsoever, is changed from a position classified as eligible for membership to a management club, to one not eligible, and he is a member of a management club, whether he remains a member of the club should be the responsibility of the board of

control of that club after due consultation with proper company officials.

These trends, it should be noted, are very favorable for the continued growth and prestige of NAF, for when this line of demarcation between labor and management has been definitely established, when eligibility requirements for membership in an NAF management club have been set up, then membership in NAF will be even more desirable. Then, too, membership in

NAF will automatically carry with it membership in management in that company.

It is recommended that this program be discussed by all our clubs and all memberships so that all will understand how very important it is that only those eligible be granted memberships in NAF. (Note: In session at Dayton, May 7 and 8, the Executive Committee voted to recommend these standards to NAF Clubs.)



BILL OF RIGHTS and other revered documents of the Republic of the United States tour the Nation that you and I may better understand the heritage that is ours. As Freedom Train paused in city after city and folks went aboard, millions saw for the first time "on the record" the rights and declarations which are such vital realities here in America. We should be stupid, indeed, were we ever to let saboteurs persuade us to turn our backs on them.

NAF CALENDAR

Oct. 16	Regional Conference, Southern half Zone A, in conjunction with University of California at Los Angeles, Los Angeles, Cal.
Oct. 18	Management Unity Seminar Dayton, Ohio
Nov. 15	Management Unity Seminar Dayton, Ohio
Nov. 18	Area Regional Conference Louisville, Ky.
Dec. 1, 2, 3	Board of Directors Meeting Buffalo, N. Y.

April 21-23, 1949 5th Annual Conference for Educational Directors in Industry, Hotel Commodore Perry Toledo, Ohio

Sept. 22, 23-24, 1949 26th Annual Convention, National Association of Foremen Detroit, Mich.

A woman went to buy a drinking trough for her dog, and the shopkeeper asked her if she would like one with the inscription, "For the Dog."

"It doesn't really matter," she replied. "My husband never drinks water and the dog can't read."—*The Robertshaw Symbol.*



Fact and Opinion

By the Editor

"All wisdom—so the sages tell us—came out of the East." Thus Mr. John Kieran, begins the Foreword in the initial issue of his "Information Please Almanac" (1946).

It's a good thing that someone takes the trouble to remind us now and then that all wisdom does not necessarily emanate from ourselves. Next to an editor, I suppose a foreman thinks he knows about all there is to know. Of course, it's hard to measure up to an editor, ego-wise. We don't recommend it. It's only after one's wife or a neighbor's six-year-old deflates him with some simple query, which he is unable to answer, that his mind may open up a bit to the possibility that a man, who works with his hands and produces something useful, may have a mite of wisdom to impart.

If you care to deflate with me at the moment, I'd like to invite you to consider the thinking of Frank Campbell, a wheel molder, employed by the American Brake Shoe Company. We are indebted to BRAKE SHOE NEWS of June 1948 for the opportunity. We quote:

"The suggestion that I offer may be applied to all departments in every organization, therefore unreservedly, I select 'understanding' as the key word of industry and business. To improve morale and the winning team spirit lets try: 1) Fair Play—when a man feels that he has not been treated fairly listen to him, thrash out the facts. This method of solving problems will promote satisfaction and that feeling is conducive to better production and more production. Get the chips off the shoulder; let each person feel that he is needed, that he is an important cog in the wheel. This universal desire is as American as bacon and eggs 2) Friendly Approach — you have some particular thing that you are vitally interested in, and we all do, such as the home, lodge, church, garden, baseball or the children. That interest goes from the highest paid to the lowest paid and it behooves the employer, the foreman, the laborer and the supervisor to discover that interest and use it effectively for pleasant approach.

"The boss who does not walk through a shop and make each person feel that he understands him as an individual,

has not learned the first lesson in getting along with people. No place is too large for such practice. The effort takes no more time than an abrupt greeting, yet pays full dividends for after all the majority of our waking hours are spent on the job. Let's make them more pleasant and profitable. Do you know that 'understanding' has both 'U' and 'T' in it? If either is left out there would not be any team work."

—Frank Campbell.

President Hodapp of the NAF was visited at White Cross Hospital, Columbus, Ohio, by your editor just before leaving for the Philadelphia convention. "Bernie" is recovering nicely. He put up a real fight his doctors assure us. That was as we expected. He was still fighting—to get them to let him come to your convention—but in this instance his doctors will prevail.

The hundreds of messages from his friends in and out of the NAF from all over the country have been a source of great joy to him and have helped to make these long weeks at the hospital much more bearable and cheerful. He keeps them in a large basket and he proudly showed them to me. Happy, indeed, is a man—and fortunate—who has such friends and so many of them.

Henry J. Taylor "Meet The Voice of 'Your Land and Mine'", has an enviable job, for which he is enviably fitted, and which he does in an enviable manner. It must be a source of very real satisfaction to be able to talk twice a week over a vast network of radio stations—provided by one of America's greatest productive organizations, General Motors—to millions of his fellow Americans, helping them to penetrate the avalanche of news which emanates from radio and television, newspaper and news magazine.

You and I do not have the ear of millions of Americans through 450 stations from coast to coast. We do not even know about all the news which is in the minds of the people, for we have no far flung news gathering, culling and condensing facilities and staff at our call. We may not have the knowledge of political and economic

science which Mr. Taylor has. We have not traveled the world as a roving commentator and acquired great knowledge of peoples and their reactions in more than 30 countries. Even if we had, we might not have Mr. Taylor's gift for interesting analysis and presentation.

But there are things which we as management men can do. In our own spheres of influence we can help to explain industry's problems to those who work under our direction, be we foremen or superintendents or personnel directors or department heads. To do this we need to keep abreast of the facts about our companies and our industries and the operation of our productive system. We can try to enlarge this knowledge constantly. We can and must think things through for ourselves so that we shall be alert and informed—so that our men will come to rely upon us to help them peer through "today's fog of fear and misunderstanding," rather than upon those who by their acts or words demonstrate their distaste for our American competitive system. We can do our own individual job of "Taylorizing" in "Your Land and Mine", and we can encourage our followers to listen to men like Henry Taylor, lest where we may fail, he may succeed.

Elsewhere in this issue you will find his picture and an explanation of the citation awarded him by National Manager J. E. Bathurst of the NAF in behalf of the NAF board of directors representing 40,000 management men over the country. "Keep the truth coming, Mr. Taylor—we'll all give you a hand."

Significant changes have been taking place during the past three decades in types of American business leaders. This information comes to us from "America's Fifty Foremost Business Leaders", a book published last month and edited by B. C. Forbes.

Many very large companies, as well as many lesser enterprises, were headed by founders or members of the founding family, rather than by outsiders when Mr. Forbes published "Men Who Are Making America" in 1917. College education then, was not common among those who reached the top in industry and business. In fact, many of them had very scanty educations. Average age among them then was 61. Only 4 were under 50.

Top executives concentrated mainly on production. Sales had begun to receive increasing attention. Research, public relations and labor relations were secondary, entrusted to subordinates. Publicity of corporate financial and other figures was scanty—tax levies were relatively light. Reports to employees were unknown.

Today's leaders are mostly executives, salaried men, who have risen from the ranks, in most instances after years of outstanding service, according to the new survey. The education record of today's foremost fifty: College, 38; Academy, 2; High School, 2; Grammar School, 4; Special Courses, 2;

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Night School, 1; Correspondence School, 1. Average age is just over 57.

Today's top executives devote far more time to labor problems, cultivating the public goodwill, to research and to sales effort—are more conscious of social responsibilities. Conferences and teamwork characterize management. Corporate reports are lucid and attractive, inviting readership.

Significant also are Mr. Forbes observations about essential qualities, qualifications and characteristics for top leadership:

"Profound study of the records of America's most successful men thirty years ago and then again today reveals that patience, perseverance, stick-to-it-iveness, unflagging courage are requisites.

"Neither birth nor education, neither nationality nor religion, neither heredity nor environment are passports or obstacles to the highest success in this land of liberty and democracy.

"Worth alone counts.

"The only caste in America is merit. A price has to be paid for success. Almost invariably those who have reached the summits worked harder and longer, studied and planned more assiduously, practiced more self-denial, overcame more difficulties than those of us who have not risen so far."

John W. Taliaferro, president, John Taliaferro & Associates of Atlanta and winner of the The National Office Management Association Schulhof Award says: "Good employee relations don't just happen . . . Note that 'employee' is used in the singular, not the plural. This is the key to our whole discussion. John Doe is an individual and somehow just can't think of himself as a mass problem. And neither can you think of him that way.

"This rugged individualism is based perhaps on our heritage as Americans. Thank God we feel that way about it . . ."

This observation has uncommon significance to management men. We want our men to think, judge, vote, and talk like *rugged individualists*. Too many of them today are not doing

it and we can cuss and damn all we please. They are bunching together like a lot of bewildered sheep and they'll all trample each others political, economic and personal liberties to death before they get done.

How in the world can we expect them ever to act like strong, thinking individuals if our own attitude towards them is routine and impersonal. We have a job to do here. And it's going to require planning and doing to the best of our ability.

Take the insurance business. It has grown to tremendous size. It is *the selling of an idea*. Those who sell insurance would soon be out of business if they approached each new prospect in an impersonal, colorless manner as many of us are guilty of doing in supervising our men.

Isn't it time that we quit just "talking" leadership and begin doing a little leading. Pick out one man at a time in your department. Figure you've got to sell him something—and you have—it's an idea (your leadership)—just about the same as the insurance salesman has to sell. Figure out how you can learn more about him, his problems, his out-of-work activities. Figure out why he should go for the idea you have to sell—how it will prove advantageous to him and to his interests. When you see him, talk to him about his interests, not yours—his house, his dog, his gun, his kids, his car. When he talks to you about them, listen—the same way you used to hang on to the slightest inflection in the voice of an interesting and attractive woman—the one you married.

Practice seeing and treating your men as though they have something you are very anxious to possess—they have—it's their good will and respect and support and backing. Try it out on your wife at home. Plan how you can win her praise, as a husband—and how you can again bring that sparkle of admiration into her eyes. Pride? Forget it. Pride, as most of us think of it today, never got anyone very much except heartaches and pouting spells and disappointments. We can't practice this leadership technique in one

environment and ignore it in another. That's why we better start at home. See how it works. Then, carry it down to the plant.

If we can begin now to attack this managerial problem with real sales technique, things will begin to "pop" pretty soon. For one thing, there will not be a "silent foreman" in your department who leads the thinking of your men—you will be that foreman or department head. And more than that—you'll be much happier—and so will your men. You'll get production—you'll get lower costs—and you'll have the commies licked long before your kids have to salute some political gangster from the Urals. You'll get a real kiss from your wife, too, when you cross the threshold.

We've got a job to do, men, and it's going to take just that kind of sales planning. We've got to sell our leadership. If we can't bring ourselves to try, then let's quit worrying with this human relations business entirely, step aside and carry on with the machines and tools—and let someone else have a crack at this management business. It's a challenge—not from us, not from your company—it's the challenge that is America.

Resourcefulness: A schoolboy at lunch time entered a grocery store in Toledo and said to the clerk: "Take this order. Ten pounds sugar at 6c; eleven pounds coffee at 25c; eight pounds tea at 30c. Add that up. How much is it?"

The clerk replied, "\$5.75."

"Are you sure," asked the boy.

"Of course, I am."

The boy thanked him and said, "That's my arithmetic lesson for tomorrow. Thanks."

The judge had just awarded a divorce to a wife who had charged non-support.

"And," he said to the husband, "I have decided to give your wife \$50.00 a month support."

"That's fine, judge," the man replied, "and once in awhile I'll try to slip her a few bucks myself."



Family Day when Nashville Corporation Foremen's Club played host to employee families and their friends. Visitors were interviewed by Nashville's Radio Station WLAC and Club members were on duty to answer questions of visitors.



DEVELOPING MANAGERS...Grow or "Go".

By William Levy

"All mankind is divided into three classes; those that are immovable; those that are movable, and those that move."—Arabian Proverb

"Make it a point to take self-inventory and improve . . . go to your friends . . . are you perfect?"

A MEETING . . . IN DAYTON . . . CHANGES . . . MEN'S ATTITUDES (The Management Unity Seminar)

(Up to now) Last month we described the thoughts and acts of Al Brown, Maintenance Foreman and Fred Stone, Electrical Foreman during the first day of the Seminar which they are attending at the request of their general manager, Bill Jones. Al looks with disdain on Fred whom he considers a "company stooge." Fred hates the sight of Al's "guts" because of a man-handling Al gave him when the Union came into the plant a dozen years ago. Let's follow the rest of the week's activities through their eyes and thoughts.

IN DAYTON . . . (Continued)

Tuesday, Al and his friends appear on time but show the effect of last night's late hours. Not much pep during the first session.

The speaker, a general manager, is discussing "The Human Touch in Industry" and some of his remarks penetrate Al's thinking.

"I believe heart and soul in the principle of the human touch in management. . . . From the top member of management to the foreman, there should be a deep-seated desire and practice of patience, consideration and understanding. . . . They should command respect by their standard of morals and good Christian character. . . . Friendly, fair and firm. . . . Some day I hope to see an additional segment of management touch—an industrial chaplain." . . .

Al is puzzled. This doesn't sound like a general manager. Then (mentally): "Hell, they've been analyzed, cussed and discussed in Union meetings and I know what they are really

like. I'll damn soon find out if he is on the level."

Al: "Question—Do you practice this in your own plant?"

"In our plant I spend at least one hour each day talking with a different member of our management team."

"What do you talk about?"

"The man's family, hobbies, how he is getting along, his ambitions and problems."

"Do your general superintendents, superintendents and general foremen do the same thing?"

"Yes, it is a policy."

Al shakes his head when asked if he has any more questions and tries to figure out why these guys don't add up to his ideas of the past years. (Mentally again) "Something's screwy. . . . Can it be that this guy is on the level and my own facts are twisted? . . . Careful Al. . . . You're getting soft. . . . Don't let them sell you a bill of

goods. . . . Remember the gang back home and your own reputation. . . . I've got to talk this over with some of the other guys. . . . I wonder if they are thinking the same thing I am." . . .

The group is favorably impressed by the next speaker who in a simple, off-the-cuff manner and an energy belying his three-score or more years, has their full attention. Some of his remarks filter into Al's thinking. . . . "Unbridled power often leads to misuse. . . . Both management and labor have been guilty of excesses in going too far. . . . Whenever this takes place there is a tendency to bring it back into balance. . . . The strength of a company is the strength of the foreman. . . . We recognize foremen as management. . . . A job is like a race horse. . . . The company has got to win if the individual member is going to win. . . . A plant is a gold mine, the pay roll being nuggets which the employees are able to take from the mine. . . .

A discussion springs up around the need for a "spirit" in industry. Replying to a question, the speaker describes how in his company, a spirit or faith, built on the vision of its founder and based on human values has spread to every man in the corporation. Policies, reflecting this spirit and built on the concept of cooperation and understanding, serve as a vital force which guide the acts and decisions of everyone in the company from worker to president. . . .

Al is still further confused. It all makes sense but it doesn't jibe with his previous thinking and information. At lunch he finds that the same doubt



The Seminar setting and one of the displays used in a presentation of "Free Enterprise In World Economy."

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exists in the minds of his friends. They decide that they're not going to be "taken in" but will listen to more of the Seminar and discuss it later in the week.

Fred finds that several men in his group at lunch share his enthusiasm about the quality of the presentation. He hears comments like, "Those guys really know their stuff" . . . "You've got to admit that most of it makes sense" . . . "That's what I'd like to tell the boss" . . . "He ought to get a load of it, too." . . .

The afternoon session starts with a discussion of "Advantages of An NAF Club" led by a staff member and typical front-line foreman. The first man emphasizes the value of a club in unblocking or clearing clogged pipelines of communications in management and as a means of dissolving or eliminating psychological walls or barriers in management which increase friction.

The supervisor, who describes himself as a "greasy-shirt" foreman has the group with him 100 per cent as soon as he starts talking. Mixing obvious sincerity with a Will Rogers-like style of humor, he has Al, Fred and the others laughing from the belly, nudging each other and winking. He continues: "The first time I heard about a meeting they told me it was to be held in the mezzanine floor of the hotel. . . . Shucks, I didn't even know how to spell it, let alone know where to go. . . . Some of the men still carry manure on their shoes. . . . Everyone has some ideal or person they give credit to for making them successful. . . . I give credit to NAF. . . . I've got the best job in America. . . ." He continues to discuss the workings of his plant club and is given a resounding hand when he finishes. . . .

Al is enjoying himself and gets a real bang out of the speaker. "I know the set up he talks about don't work in a big plant like ours," he says to the man next to him, "but I wish it did. I'd like to work in one of those little plants where everybody gets together and knows each other."

A staff member talks about the NAF Code of Ethics and discusses the 20 odd services offered by the national office to its affiliated clubs and their members. Al compares it with what other organizations have offered him and begins to wonder. He is particularly impressed with the idea of management as a profession. It sounded high-brow at first but it makes sense.

The last man on the afternoon program takes up "Employee Relations Are Human Relations—Here Are The Tools." His southern accent and dynamic personality brings the audience into his camp at once and they hang on to his comments. . . . "Human relations have to be profitable. . . . We must accept social responsibility to keep a democratic government. . . . Incorporate the concept 'To Love and Be Loved.' . . . The greatest untapped

(Continued Page 44)

ANNOUNCE 5TH ANNUAL NATIONAL CONFERENCE OF EDUCATIONAL DIRECTORS IN INDUSTRY



C. D. Early, general chairman, 5th Annual Conference of Educational Directors in Industry. Mr. Early, of the personnel staff of Spicer Manufacturing, division of Dana Corporation, is a past president of the Foremen's Club of Toledo in which he has been active more than 10 years. He is a member of the Toledo Personnel Managers Association and numerous fraternal and civic organizations.

COMMODORE Perry Hotel, Toledo, Ohio, will be the site and April 21, 22 and 23, 1949, the dates for the 5th Annual National Conference of Educational Directors in Industry, according to Clarence Earley, personnel staff, Spicer Manufacturing Division, Dana Corporation, Toledo, Ohio, who is general conference chairman.

At a meeting of the general committee, recently held, P. G. Robinson, Electric Auto-Lite Company, Toledo, was elected associate chairman and preliminary plans made for what gives every evidence of being the most outstanding conference ever developed for those interested in training. Previous programs of this nature, which were initiated by NAF in 1944, have been held at Columbus, Pittsburgh, Cleveland and St. Louis.

General Committee National in Scope

Years of experience and background management and training activities as well as practical "know how" in planning and conducting successful programs of this nature are incorporated in the General Committee composed of people from various sections of the country. It includes: H. J. Baumer, Macomber Vocational High School, Toledo; R. M. Bell, Western Cartridge Company, East Alton, Illinois; W. K. Bergen, Standard Oil Company, Toledo; R. Brown, National Office Managers Association, Toledo; A. Burkett, Toledo Personnel Managers Association, Toledo; C. Cannelli, Convention & Visitors Bureau, Toledo; A. Coykendale, Gar

Wood Management Club, Findlay; J. B. Driscoll, The Foremen's Club of Toledo; C. Earley, Spicer Manufacturing Division, Dana Corporation, Toledo; F. A. Edwards, Owens-Corning Fiberglass Company, Toledo; D. S. Hager, Lenawee County Management Club, Adrian, Michigan; G. R. Harmon, General Mills Company, Minneapolis, Minnesota; E. King, Sun Oil Company, Toledo; Dr. Wm. Levy, National Association of Foremen, Dayton, Ohio; Dr. E. S. Maclin, Marshall College, Huntington, West Virginia; W. Mann, Toledo Edison Company, Detroit, Michigan; R. C. McConnell, Jack & Heintz Precision Industries, Cleveland, Ohio; E. W. Myers, Frigidaire Division, General Motors Corporation, Dayton; D. Parks, University of Toledo; P. G. Robinson, Electric Auto-Lite Company, Toledo; V. K. Rowland, Detroit Edison Company, Detroit; E. J. Shetler, Cherokee Textile Mills, Knoxville, Tennessee; O. H. P. Snyder, Delco Products Division, General Motors Corporation, Dayton; J. Steger, Chamber of Commerce, Toledo; V. J. Swanson, International Harvester Company, Chicago, Illinois; C. Webb, The Foremen's Club of Toledo; L. Williams, Gar Wood Industries, Wayne, Michigan.

Local Organizations Play Vital Role

A splendid example of unity and teamwork is evidenced in the support offered this activity by associations and organizations throughout Greater To-

(Continued Page 32)



P. G. Robinson, associate chairman, 5th Annual Conference of Educational Directors in Industry. Mr. Robinson is personnel director of the Electric Auto-Lite Company. Mr. Robinson's activities include these Toledo organizations: Personnel Managers Association, Foremen's Club, Society Safety Engineers—also, War Manpower Commission and reemployment committeeman for Selective Service.

WHAT MAKES A SHOP CLUB TICK



Officers of the Taylor Forge Management Club, Chicago (left to right): Walter Kus-
terer, trustee; Walter Hendele, treasurer;
Stanley Kijowski, secretary; Edwin O. Ross,
president; Stanley Slazyk, vice-president;
Alphonse Papalis, sgt.-at-arms; Joseph Ba-
loun, trustee.

THE Taylor Forge Management Club of Chicago with a roster of 151 members has achieved the high honor of "outstanding NAF Shop Club in the nation" for two consecutive years.

In 1942 the club had its inception when 42 enlightened foremen met in the library of the Taylor Forge & Pipe Works plant to discuss ways and means of improving foremen relationships. This meeting was followed by others and out of them evolved the Taylor Forge Management Club, with its purposes stated as: "the improvement of its members as industrial executives and the advancement of management in the Taylor Forge & Pipe Works."

Noting the similarity of ideals to those set forth by the NAF, affiliation with the national organization was proposed and the charter presented early in 1945. The club has maintained a consistent growth in membership, with the result that of the 151 members on the present roster, 15 per cent have a status of higher than junior executive, and are very active club members.

Club Features A Diversified Program

The Taylor Forge Management Club emphasizes flexibility and variation in its educational and social programs. Nationally known speakers, NAF edu-

cational programs and films are presented to the members. One of the highlights this year was the series of talks presented by executive management on management problems, followed by round table discussion, in which the group wholeheartedly participated. The talk rendered by E. Hall Taylor, president of the Company on, "How's Business" will long be remembered as the outstanding presentation of the executive management group. Many new developments both educational and social, are planned by the executive board and program committee. The social functions promote good will and fellowship—pave the way for a united and cooperative supervisory body.

Achievements during the past three years were spearheaded by the capable efforts of the club officers, the various committees and members who constantly exude confidence and enthusi-

Management Club Which For Two Years Won The National NAF Award For The Outstanding Shop Club In America Gives Peep Into Its Know How.

By Stanley Slazyk



A typical meeting of the Taylor Forge Management Club—outside guests, speaker, and a good attendance of the membership.

asm in NAF concepts and philosophies. The members of the Taylor Forge Management Club feel justly proud to call themselves, — "Management Men of America" and proclaim that they live in the best country, work for the best company and belong to the best management club. By taking a glimpse into the educational program of the club over the past three years, it is easily understood why a group as large as the Taylor Forge Management Club, makes such a proclamation. The upper or executive management group members have presented talks on:

- "What Is Involved In Good Foremanship"
- "Our Products And Their Uses"
- "Customers Requirements And Good-Will"

From the office management group the membership heard talks on:

- "Manpower And Its Selection"

October 1948 MANAGE

"Why We Spend Money on Advertising"

"Traffic Management"

"Sales Highlights"

From the shop management group, a technical phase of the business was heard, such as:

"Power-House Operations"

"Plant Production"

"Maintenance"

"Fabricating And Welding"

"Seamless Fittings Manufacturing"

In addition to this type of program, the executive board went a step further to encourage active membership participation, by selecting one member for each meeting to present a talk of not more than 10 minutes duration on any subject he desired. Brief talks have been given regarding hobbies, personal experiences, tours and even book reports. This type of program has been both interesting and stimulating, for it provided the individual the opportunity of standing before an audience and of telling in his own words what he knew best. The officers of the club call this their "spotlight speaker" and state enthusiastically: "It has exceeded our fondest dreams."

To further promote foremanship as a profession, the club officers were honored at their dinner meetings with approximately 90 guests and visitors from other management clubs and non-NAF affiliated management groups of the Chicago area over the past three years. Invitations to guests have become a regular function of the club. The association and exchange of ideas with guests has aided the club in building a more effective leadership. The varied programs for each meeting have steadily increased attendance of the members at every meeting.

Club Officer Training

The Taylor Forge Management Club has a "Progression and Promotion" system for the selection of its club officers. Members who are fully interested and very actively participating are named to serve on standing committees. With the guidance and help of senior officers, participation in NAF area programs, visits to other Chicago-land NAF clubs and finally the chairmanship of their own committee, these members round out to become excellent NAF Management Club men in all practices and policies. This group forms the potential pool of club officer candidates from which its officers have been selected the last few years. The present officers of the club feel that this is an excellent means of educating and graduating club members into the wide field of NAF policies and philosophies, and at the same time broaden their scope in the field of management. In this way the new officer can spend the greater part of his time in extending the usefulness of the club rather than in an education and training period.

The officers of the club along with the members of the various committees are constantly on the alert in selecting and securing programs, both educational and social, which will function

effectively in promoting and creating unity and cooperation among all levels of management and at the same time elevate the standards of foremanship as a profession.

Men of Management



T. A. McCann

ONE of the two senior vice presidents in point of service in NAF is T. A. (Tom) McCann. For the past seven years he has been a director of The National Association of Foremen and has been a very active one. When the management club was formed in his own company, The Sylvania Electric Products Co., Inc., Emporium, Pa., he was chosen as the first president because of his activity in organizing the club. He has been an active member of his company club during the subsequent years.

Tom was born at Kingston, Ontario, Canada, and became a citizen of the United States in 1917. He attended school in New York State and in Pennsylvania.

He first started to work with the Pennsylvania Railroad as an apprentice machinist in the locomotive repair shops. His work experience includes machinist, welder, structural iron worker, followed by three years during which he was engaged in a business of his own.

He went with Sylvania in 1928 starting as assistant foreman. Since that time he has been promoted in the manufacturing divisions and today is general foreman with supervision over six departments: manufacturing, finishing, shipping, purchasing, trucking, and warehousing.

Tom is married and lives in Em-

porium. His hobbies are carving and fishing. He also is interested in breeding dogs and has some very fine pedigreed specimens, principally beagle hounds. Tom has a host of friends both inside and outside the NAF.

HUNTINGTON CONFERENCE DRAWS BIG ATTENDANCE

The Foreman-Manager's Personnel Conference at Marshall College, Huntington, W. Va., on September 11, 1948, sponsored by the Marshall College and Huntington Foreman-Manager Club, was a huge success. About 500 supervisors, foremen, and plant executives from West Virginia, Kentucky, Pennsylvania and Ohio attended the all-day session.

OPENING PROGRAM

9:15 Presiding: E. E. Bigley, president, Huntington Foreman-Manager Club.

Invocation: Dr. J. Maurice Trimmer, 5th Avenue Baptist Church, Huntington, W. Va.

9:20 Welcome to Huntington and Marshall College:

Dr. Stewart H. Smith, president, Marshall College.

9:30 Address: "It Takes Good Human Relations to Build an Empire", by Dr. J. L. Rosenstein, chief of staff, Career Planning Council of America, Chicago.

10:45 GROUP "A" MEETINGS: These meetings, morning and afternoon, represented a continuous program.

1. TOPIC: *How to Start a New Foreman to Work.*

Chairman: L. R. Brice, American Home Foods, Inc., Hamilton, Ohio.

Leader: Dr. J. L. Rosenstein.

2. TOPIC: *Present Day Personnel Practices and Procedures.*

Chairman: Alex S. Chamberlain, Ashland Oil & Refining Co., Ashland, Ky.

Leader: G. E. Morse, Sylvania Electric Products Corp., Huntington, W. Va. and New York City.

3. TOPIC: *Economics and Your Job as Foreman.*

Chairman: P. O. Duncan, Duncan Box & Lumber Co., Huntington, W. Va.

Leader: Ralph Lee, General Motors Corp., Detroit, Mich.

4. TOPIC: *Techniques of Conference Leading.*

Chairman: J. G. Rayburn, Chesapeake & Ohio Railway, Russell, Ky.

Leader: Dr. William Levy, Director of Education, National Association of Foremen, Dayton.

GROUP "B" MEETINGS: These meetings were each repeated three times, once in the morn-

MEMO
from
BRIGGS MANUFACTURING CO.

Over 10,000,000 automobile bodies have been produced by our company since its founding in 1909. Millions of sets of stampings also have been shipped to automobile manufacturers. This production know-how has enabled Briggs to create many innovations in body parts and in Beautyware plumbing fixtures.

Detroit 12, Michigan



ing and twice in the afternoon.

1. TOPIC: *The Foreman as a Management Member and Why It Pays.*

Chairman: A. C. Dodge, The Standard Ultramarine Co., Huntington, W. Va.

Leader: Jack Wolff, Chesapeake & Ohio Railway, Huntington, W. Va.

2. TOPIC: *The Foreman Indoctrinates New Employees.*

Chairman: John Durkin, W. Va. Steel & Manufacturing Co., Huntington, W. Va.

Leader: Madison Grant, American Viscose Corp., Parkersburg, W. Va.

3. TOPIC: *The Costs a Foreman Can Control.*

Chairman: Howard A. Price, Marietta Manufacturing Co., Point Pleasant, W. Va.

Leader: J. P. Field, Williamson Heater Co., Cincinnati, Ohio.

4. TOPIC: *Dividends in Human Relations.*

Chairman: C. D. Allen, Chesapeake & Ohio Railway, Huntington, W. Va.

Leader: Macon P. Miller, Director of Industrial and Public Relations, Marshall Field & Company, Spray, N. C.

12:30 Luncheon: MARSHALL COLLEGE DINING ROOM.

Presiding: Dr. J. Frank Bartlett, Dean, College of Arts and Sciences, Marshall College.

Invocation: Dr. A. E. Beckett, First Methodist Church, Huntington, W. Va.

Address: "Human Relations — The Art of Togetherness" by Mr. Fred Smith, Management Consultant, General Shoe Corp., Nashville, Tenn.

2:15 SECOND OF THE SERIES OF THE CONFERENCE.

3:45 Intermission.

3:55 THIRD OF THE SERIES OF THE CONFERENCE.

6:30 Banquet: MARSHALL COLLEGE DINING ROOM.

Presiding: Raymond Brewster, Editor, Herald-Dispatch, Huntington, W. Va.

Invocation: Dr. Andrew R. Bird, Jr., First Presbyterian Church, Huntington.

Address: "Ringside at Bikini," by Mr. Wayne Guthrie, Assistant Managing Editor, Indianapolis News, Indianapolis, Ind.

Two burglars had broken into a tailor's shop and were sorting out some suits when one of them saw one marked \$85.

"Bert, look at the price of that one," he said. "Why, it's downright robbery." —*Brake Shoe News.*

MANAGE for SAFETY

MANAGE October 1948



Partial view of the management men who attended the 4th Annual Foreman-Manager-Personnel Conference sponsored by Marshall College and the Huntington Foreman-Manager Club, September 11, at Marshall College.

NAF CLUBS PREPARING TO LAUNCH THEIR FALL AND WINTER PROGRAMS

STEEL CAR MANAGEMENT CLUB

—Winter meetings will be resumed on September 11, with Congressman James Fulton as the first speaker. H. Huckel and Tom Fitzpatrick will represent the Club at the convention to be held in Philadelphia.

Stan Kwalik, H. Catley, R. Mushrush, S. Bobola, J. Dudash, A. Lane, C. Rosenberger and Elmer Licheaur will try their luck in ten-pins this season in the first year for the large pins in the Pressed Steel Car Company Men's Bowling League. A group of Steelcar anglers will try for muskies over the Labor Day holidays at Sturgeon Lake, Canada.

W. C. Smythe has turned over the duties as main chef to "Benny" Swab. "Jack" Tench, the new industrial relations official, will be initiated at the next meeting. Floyd Sexton was the winner of the new Dodge that was given away by the Club. Mr. Sexton is also a member and head of the stores department.

Steelcar Management Club joined hands with white collar workers and C.I.O. rank and file to promote the annual Pressed Steel Car Company picnic. The affair proved so successful that the Club will make it a policy for the future. Mingling of co-workers and families under such conditions brought about better understanding.

GAR WOOD MANAGEMENT CLUB

—Eighteen members of the Gar Wood Management Club, composed of foremen and supervisory personnel of the Mattoon plant, visited Allis Chalmers'

Proving Grounds near Springfield, Ill., recently.

The visit was in the nature of an educational trip. Gar Wood earth moving equipment including bulldozer and four wheel scrapers and Allis Chalmers HD19 tractors were seen in operation, being tested.

The men making the trip were: Victor Sempstrote, Sherwood Perry, G. R. Rashotte, James Noble, Andrew Babbs, Loe Ellis, Wilfred Bunker, Carl White, William Potter, William Ostergren, Floyd Tonjum, Art Evans, Frank Eagan, Don Bowen, Fred Townsend, Adam Brick, Jack Cederquist, and Claude Smethers.

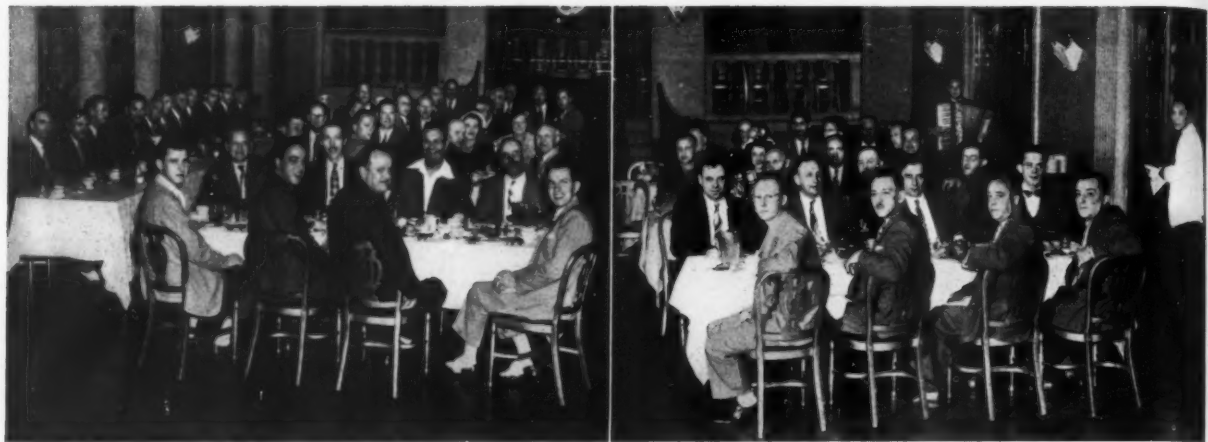
Thirteen members of the Gar Wood Management Club of Mattoon, Ill., composed of foremen of the local plant, visited the Oliver Corporation Plant of Shelbyville, August 23.

The men were taken on a tour of the Oliver Plant and were shown different phases of the manufacturing of farm machinery. A new product of interest to the local group was the new cotton picker, put into production recently.

The men going on the tour were: Loe Ellis, Don Bowen, James Barger, James Noble, Lowell Baggot, William Ostergren, G. R. Rashotte, Floyd Tonjum, Andrew Babbs, Sherwood Perry, Victor Sempstrote, Adam Brick, and Harry Kraft.—*Don Bowen.*

MAGNAVOX FOREMEN'S CLUB—

The Club lost no time in selecting six delegates to the NAF Convention in Philadelphia when Magnavox Presi-



Oscar Mayer Management Club charter meeting at Chicago as the new club is welcomed into the NAF. Speakers table, left to right: Leonard Clavin, representing Joe Wolfowicz, membership vice-president; Howard Lanser, treasurer; Al Kahling, executive vice-president; Albin Szybeko, NAF director; L. A. Crittenton, speaker; James Perry, president; O. G. Mayer, president of Oscar Mayer & Co.; Jim Cholewin, NAF regional manager; Harry Clew, secretary; Walter McKee, program vice-president; Benny Dalton, entertainment vice-president.

dent, R. A. O'Connor, offered the use of the Magnavox plane as a means of transportation and time saving.

Not even satisfied with this excellent representation, Ray Yeranko, club president, while enroute to Philadelphia, called a special meeting. While high in the air, two very fine gentlemen were nominated and accepted as members of the Magnavox Foremen's Club. They were the plane pilot, George Bailey, and the co-pilot and radio operator, Sheldon Groh. Then and there dues were collected, initiations performed, and with these two additional delegates, they all proceeded to spend three very profitable days at the conference.—E. M. Foster.

MANAGEMENT CLUB OF S. KARPEN & BROS.—An interesting spring program was climaxed late in June with the annual Sports Night event. Speakers of the evening were John P. Carmichael sports editor of the Chicago Daily News, Buddy Bomar, nationally known bowling champion and Don Fair, one of the expert handicappers of the racing world.

We were very much complimented when Mr. Carmichael's daily column, two days after the meeting, was devoted entirely to the subjects discussed there. Needless to say, the Karpen Club was given a generous mention in the same column.

By the time this issue is on the press, we will have been represented at Philadelphia by a good-sized group of members, most of whom will still be recovering from the effects of our first fall meeting, which will be highlighted by the appearance of Harry Coopland.—James Goldsmith.

FOREMEN'S CLUB OF WORTHINGTON—On August 15 Worthington's Buffalo Works held an "Open House" and "Plant Visitation". All friends and families of employees were mailed invitations to tour the plant.

The whole program was sponsored by the Foremen's Club with the cooperation of the management. Club members acted as welcoming committee and guides. At each point of interest foremen were stationed to answer questions. The turnout was beyond all expectation as 5014 people entered the plant from 1 p.m. until 4:30 p.m.

A greeting in the form of a map of the layout of the plant was handed each person entering and each point of interest was numbered with a brief description and at the end of the tour refreshments were served. A limited number of greeting pamphlets that were handed out are available for those clubs which might be interested.—Carl A. Kaufhold.

NASHVILLE CORPORATION FOREMEN'S CLUB—The Club played host to employees of the Corporation, their families and friends on July 25. The plant was open for inspection from noon to six p.m.

The entire plant was inspected by those attending the event. Over two miles of aisles were roped off. The



At annual outing of The Oliver Management Club of Springfield, Ohio (left to right) C. W. Thornell throws a ringer, Egan Colliver, Herman Massie, Boyd Holsapple.

tour covered the production lines devoted to Crosley ranges, Crosley Frost-masters, and A C F Brill motor coaches. Also on display were products manufactured at other divisions of the Avco Corporation. Represented in this display were products of the Crosley Corporation, Hall Scott Motors Division, Lycoming Division, New York Shipbuilding Division, American Central Division, and The New Idea Farm Equipment Division.

Members of supervision were posted throughout the plant to answer the numerous questions of the visitors. Interest was high and the wives of employees were very happy to be able to see how and where their husbands earned their livelihood. Over 4000 persons toured the plant during the day.

Visitors were impressed by the efficient layout of the production lines and the numerous machines required to produce the products built at The Nashville Corporation. Appreciation of the opportunity to visit the plant was voiced by all who attended.

SPRECKELS MANAGEMENT CLUB—Spreckels Management Club chose the fiftieth anniversary of the Spreckels Sugar Company as the theme for the regular meeting held recently at Salinas Inn.

In keeping with the occasion, guests, members and waitresses wore the golden anniversary buttons. President William Simon introduced William H. Kraft, master of ceremonies.

Charles L. Pioda, retired resident manager, who surveyed the site for the present sugar factory, was chosen as the speaker for the occasion.

Guests present included Anton Johnson, who wheeled bricks when the factory was under construction, and H. L. "Hank" Strobel, treasurer of the California Associated Farmers; he also is president of the Monterey County Associated Farmers.

GREENSBURG MANAGEMENT CLUB—Supervisors and manager of six local industries have received a charter granted them by The National Association of Foremen, at a meeting in the Penn Albert Hotel.

Kenneth Yost, regional manager of



INCH BY INCH... MILE AFTER MILE

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The big, roomy Plymouth won't knock your hat off. And even for the lanky, there's legroom to spare.

This low-priced car is engineered to give you extra inches where inches do the most good. But Plymouth's great ride comes from more than space to move around in. It's an Air-Pillow Ride—pillowed comfort built into mile after mile.

Seats are chair-height—so a man can sit up like a man. And you literally ride on air when you ride on Airfoam Seat Cushions, available at moderate additional cost on Special De Luxe Plymouths. Millions

of tiny air pillows give to your slightest body pressure, mold themselves to you.

You ride between the axles, not over them. That's a difference, a comfort difference. Bigger, fatter Super-Cushion Tires, standard equipment on Plymouth, soak up road shocks from sides and below. The longest wheelbase in its price field makes for a still more level ride.

And these are only a few of the dozen and more major Plymouth features that speak up for a great ride—and a great car. There is a difference in low-priced cars, and Plymouth makes the difference!



PLYMOUTH BUILDS GREAT CARS...GOOD SERVICE KEEPS THEM GREAT. Your nearby Plymouth dealer will provide the service and factory-engineered parts to keep your present car in good condition while you're waiting for your new Plymouth. PLYMOUTH Division of CHRYSLER CORPORATION, Detroit 31, Michigan

PLYMOUTH IS STILL THE LOW-PRICED CAR MOST LIKE HIGH-PRICED CARS
MANAGE October 1948



Representing 176 years accumulated service, these veteran management men of Manitowoc Shipbuilding Company, now retired, attend annual picnic of Manitowoc Shipbuilding Management Association of which they are honorary members (left to right): George J. Lee, former riveter foreman, age 69—42 years service; Alexander Mackenzie, blacksmith shop foreman, age 78—26 years; Herman Steckmesser, moldloft foreman, age 76—38 years; Herman Schuknecht, shipfitter foreman, age 71—42 years; Frank C. King, assistant secretary and treasurer, age 61—28 years.

the NAF, made the charter presentation. In his talk he stressed the main purpose of the NAF, namely to create unity in management and help the individual to become a better leader. Mr. Yost presented the charter to A. E. Robinson, president of the club, who accepted it in behalf of the officers and members.

Harry Coopland of the NAF was introduced by Mr. Yost. Mr. Coopland spoke to the members on loyalty and based his talk on the quotation: "He whose bread I eat, his song I sing."

Members were present from the following companies: Imperial Lighting Prod. Co., Porcelier Mfg. Co., West Penn Power Co., Greensburg Machine Co., Overmyer Mould Co., and American Glass Corp.

Officers of the club are: A. E. Robinson, American Glass Corp., president; F. Stouffer, Porcelier Mfg. Co., vice-president; J. Kunkle, Imperial Lighting Production Co., secretary; H. J. McCarthy, West Penn Power Co., treasurer. The club will be known as the Greensburg Management Club of the NAF.

FOREMEN'S CLUB OF NEWARK—Colonel Kenneth Little, Board Chairman of War Veterans Claim Center, was the principal speaker on the September 13 dinner program of the Foremen's Club, held in the refinery cafeteria of The Pure Oil Company. The meeting was the first in the series of 1948-49 monthly programs. Colonel Little graduated in 1908 with a degree in law from Ohio State University. He is now a member of the law firm of Little and Little, Columbus, Ohio. In the practice of his profession as an at-

torney and counsellor, he has become a keen observer of employee and employer trends in the business and industrial world, speaking to business, professional and veteran groups on human relations, labor relations, world events and subjects of inspirational nature. The Monday night meeting was devoted to the theme "Looking Ahead in Management".



First NAF club in Houston, the Armco Foremen's Club, receives its charter. Left to right: Warren C. Zalfen, treasurer, J. F. Harmier, publicity committee chairman, J. D. Harmier, secretary, S. T. May, chairman of the social committee and delegate to the NAF Convention, J. R. Lock, NAF vice president and of Consolidated Vultee Club in Fort Worth, Frank Frombaugh, corresponding secretary, H. C. Long, president, and A. Brooks, chairman of program committee.

THE FLXIBLE MANAGEMENT CLUB—New officers of the Club, which now numbers 180 members, were installed at the September meeting.

They are Jacob S. Fuller, sales department, president; Don Yeager, plant superintendent of the company's Special Products Division, vice-president; Leonard Haag, accounting department, secretary-treasurer.

As has been the custom at the September and June meetings, members were given pointers on the future production and business outlook by several company executives.

The Flxible Company, at Loudonville, Ohio, manufactures buses, ambulances, and funeral cars.—S. A. Douglass.

OSCAR MAYER MANAGEMENT CLUB—The Club held its inaugural meeting and charter dinner at the Sheraton Hotel July 22. Officers were installed and charter formally presented to President James A. Perry by NAF Director Albin Szybeko. L. A. Crittenton, the principal speaker, emphasized effective leadership as an obligation of the management group. This obligation to management and the individual worker is fulfilled by the mental discipline and positive thought which leads to the improvement of supervision.

Other Club officers installed were: Executive Vice President, Al Kahling; Secretary, Harry Clew; Treasurer, Howard Lanser; Vice President Membership, Joe Wolfowicz; Vice President Program, Walter McKee; Vice President Entertainment, Benny Dalton; Vice President Education, Elmer Zehart.

O. G. Mayer, president of Oscar Mayer & Co., was presented with a

WANTED... *a Better Way*

OUR AIM

To build a company which gives greater security to its people... employees and stockholders.

This means making our company

- A better place to work
- A better neighbor in the community
- A better company to sell to
- A better company to buy from
- A better company to invest in

To achieve this Aim we must find for everything we do—*a better way*

Wm. B. Given, Jr.

PRESIDENT

AMERICAN BRAKE SHOE COMPANY

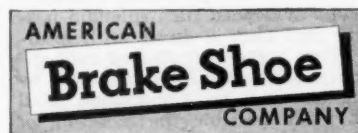
WE of the American Brake Shoe Company have a clear-cut purpose in our relations with each other, with the communities in which we live and work, and with our customers. Our goal, first set forth in 1939, is to constantly build and improve our company in such a way that it will give greater security to its employees and stockholders — that it will provide greater service to customers.

These principles were incor-

porated on a plaque which hangs in a prominent place in each of the 60 plants and offices of the 10 Divisions of our company. They serve as a daily reminder to each of us that we consider our aim the foundation on which we are endeavoring to build a sound, prosperous and useful business organization.

It is our intention that we shall continue seeking new ways to improve our plants and products, in all the communities in

this country and Canada where Brake Shoe plants and offices are located. We know that the growth and prosperity of our company and the America in which we live depends on finding for everything we do—A BETTER WAY.



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FOR YOUR CAR'S CARE AND REPAIR USE AMERICAN BRAKEBLOK BRAKE LINING, KELLOGG-AMERICAN AIR COMPRESSORS & PAINT SPRAY EQUIPMENT



FLYING TO CONVENTION—President R. A. O'Connor of the Magnavox Company sends Magnavox Foremen Club's six delegates to NAF Convention in Philadelphia by company plane. Left to right: Gordon Baney, Ray Yeranko, Byron Sites, Ed Renz, Julian Diemer, Claude Seimet, club mascot Caesar, George Bailey.

gold lapel pin in recognition of his being the first member of the group.

OLSON RUG COMPANY SUPERVISOR'S CLUB—Summer is over and the months ahead will be a test for many of the newer clubs in the NAF. Such is the Olson Rug Company Supervisor's Club. Still more or less an infant in the NAF cradle, we are looking forward to the fall and winter season with real hope.

Our program committee is taking steps to promote better friendships and closer understanding among the members by arranging for prominent speakers and educational films throughout our fall season. Our various committees are emphasizing education in their activities and a coordinator of committees has been appointed by the

board of control to cement the groups into one team, intertwining their functions so that a smooth program may result. By January, when we begin our second year, we hope to have reached adulthood in the life of good foremanship.—Earl F. Jarvis.

LOS ANGELES AREA MEETING—The McKesson and Robbins Management Club in conjunction with the Greater Los Angeles Management Club presented the first of a series of monthly area meetings on September 14. The meeting was well attended by members of NAF clubs in the area and their wives. Interesting and informative addresses were given by Mr. Hall Hibbard, Chief Engineer, Lockheed Aircraft Corp., and Mr. Gordon Russell of McKesson & Robbins, Inc.

officers of NAF clubs who thereby were able to take home many helpful ideas for further use in their own management clubs.

Officials of the NAF expressed their appreciation for the excellent work of the local committee members and their companies who were responsible for the success of this year's meeting.

Co-sponsors who contributed very greatly to the success of this year's meeting included the Pennsylvania Manufacturers' Association, Philadelphia Chamber of Commerce, Philadelphia Textile Manufacturers' Association, Metal Manufacturers' Association of Philadelphia, The Philadelphia Foremen's Clubs (affiliated with YMCA).

The work and support of members of the local "Management Advisory Committee" contributed much to the furtherance of the Conventions and to the introduction of NAF to companies unfamiliar with its undertakings—members included: R. B. HOLMES,

general manager, Link-Belt Company, chairman; BRUCE R. ALLEN, superintendent, Western Union Telegraph Co.; ERNEST R. BEAR, vice president, Turner Construction Co.; GEORGE B. BEITZEL, vice president, Pennsylvania Salt Mfg. Co.; SAMEL E. BROWN, vice president, Pennsylvania Co.; EDWIN M. CLARK, vice president, The Bell Telephone Co.; W. R. COLEY, vice president in charge of production, Leeds & Northrup Co.; MICHAEL DAROFF, president, H. Daroff & Sons; H. F. DEVER, president, Brown Instrument Co.; CLIFFORD E. FRISHMUTH, president, Supplee-Wills-Jones Milk Co.; WALTER A. GORRELL, president, E. J. McAleer & Co.; HORACE T. GREENWOOD, president, Globe Dye Works Co.; GEORGE M. JONES, president, Ace Manufacturing Co.; H. W. JONES, manager of industrial relations, Atlantic Refining Co.; THOMAS A. KENNALLY, vice president, Philco Corp.; JOHN LAWRENCE, general factory manager, SKF Industries, Inc.; EMERY W. LOOMIS, district manager, Westinghouse Electric Corp.; P. S. LYON, president and general manager, C. H. Wheeler Mfg. Co.; ANDREW R. McCOWN, Esq., Clark, Brown, McCown, Fortenbaugh & Young; L. T. McCURDY, general manager, Fibre & Corrugated Div., Container Corp. of America; CYRIL V. FARLEY, vice president, Horn & Hadart Baking Co.; R. E. GARRETT, division manager, Gulf Oil Corp.; J. FRANK GASKILL, sales manager, Philadelphia Electric Co.; JACOB P. DISSTON, JR., president, Henry Disston & Sons, Inc.; MARSHALL V. MOSS, president, No-Mend Hosiery, Inc.; H. L. NANCARROW, general manager, Eastern Region, Pennsylvania Railroad; C. F. NORBERG, vice president in charge of manufacturing, Electric Storage Battery Co.; E. J. PARKER, vice president (manufacturing), ACF-Brill Motors Co.; JOHN G. PEW, JR., vice president, Sun Shipbuilding & Dry Dock Co.; DR. PAUL S. PITTINGER, vice president, Sharp & Dohme, Inc.; LAIRD H. SIMONS, JR., vice president, William Amer Co.; A. W. SWARTZ, president, Linear, Inc.; MAX R. WAINER, Jacob Siegel Co.; JAMES McDOWELL, personnel director, Heintz Manufacturing Co.; W. J. MacREYNOLDS, assistant to president, Philadelphia Transportation Co.; FRANKLYN WALTMAN, director of public relations, Sun Oil Co.; CHARLES WARNER, president, Warner Co.; FRANK E. WILLISHER, president, Schlichter Jute Cardage Co.

Three bulls escaped from a slaughter house. One was a big bull, one was a medium size bull, and one was a very small bull. The big bull ran into a barn across the road and was captured in no time flat. The medium size bull stopped for a red light on the corner and was lassoed. The small bull, however, led his pursuers a merry chase before he was finally rounded up. The Moral: A little bull goes a long way.—Robertshaw Symbol.

Convention

from Page 15

of September 22 with the formal business aspects of the annual meeting. The board sessions were resumed again on Saturday when the various committee reports and other official business kept them hard at work until nightfall. An account of these business sessions will be included in the November issue.

Those who attended this year's Convention were everywhere expressing their praise of the people of Philadelphia who evidenced such splendid hospitality and such a spirit of helpfulness. They were also pleased over the adequacy of the facilities provided by the hotels and by Convention Hall which made possible the handling of the many sectional conferences and workshops along with the main assemblies, all under one roof.

The workshops met with instant acceptance, especially by members and



“I say—Let’s tax the profit out of business!”

Attaboy, Mr. Rabble-rouser! Keep right on broadcasting ideas like that . . . as long as you don’t care what you say or do in order to get votes.

But suppose, Mr. Rabble-rouser, that this idea of yours were taken seriously. Let’s have a look at what happens when business can’t make a profit.

Remember 1938? That was a year when there was little or no profit left in most businesses. Then *more than 10 million persons* were unemployed. Remember the more than 3 million on W. P. A.?

That year . . . 1938 . . . Republic *lost* about 8 million dollars. Republic produced 2,761,000 tons of steel ingots, and its payroll amounted to only 58 million dollars . . . \$20 in wages per ton of steel produced.

Last year . . . 1947 . . . most companies made a profit. *And America had an all-time high of 60 million employed*, at better wages than ever before.

Last year, Republic earned a *profit* of 31 million dollars. And Republic produced a record total of almost 8 million tons of steel, and had a payroll of 219 million dollars . . . \$28 in wages per ton of steel produced. Payroll 4 times greater than in profitless 1938! Wages per ton of steel nearly half again as much. Hourly and weekly earnings at an all-time high! Better paying jobs for many more people!

What do you say, Mr. Rabble-rouser? Do you want good profits, plenty of jobs, high wages and security for the future? *Or no profits, fewer jobs, lower wages and a chance to bring back W. P. A.?*

REPUBLIC STEEL CORPORATION



DON'T LET Your Job GO TO Blazes

The surest way to let your job and those of hundreds of your workers go up in smoke is to neglect simple rules of fire prevention.

Your Job in the front rank of management is to protect property and workers for most efficient production . . . during Fire Prevention Week and every week.

Our Job at the National Safety Council is to help you and your company do a better job for safety.

NATIONAL SAFETY COUNCIL

Chicago 6, Ill.

(Cost of this ad is contributed by firms wishing to extend the influence of the National Safety Council.)

The Foreman's Round Table

HANDBOOK ON HUMAN REACTIONS?

"Hang these new-fangled machines," says Big Bill Brady, attempting to get into production with new automatic milling machines. "To heck with these new materials and processes," says another foreman in another part of the plant. These are typical problems that happen to foremen day after day and plant after plant. These problems seem great and yet a book of instructions or a process memo accompanies each, which makes adjustment to these problems fairly simple. It is comparatively easy to read the instructions and carry on.

The greatest problem facing foremen today is the one about which we know the least, the human element. There is no book of instructions accompanying the new man that is brought into the plant. There is no process memo to follow in guiding the new employee. It would be easy to lead and influence people if all were alike and all reacted the same under different conditions. This one great problem of handling people seems to be the one about which the least is done and about which the least is known. Great would be the man who could write a book and explain the reactions to the numerous daily contacts between the foreman and the worker. Hardly a day passes in the foreman's life but what he goes to a more seasoned supervisor and says, "What should I do about Bill, Tom or Mary?"

With employment at a new high, Company loyalty not what it used to be, worker migration and indifferent attitudes, the old iron-handed, brass-toed foreman days are about over. Today, foremen must confront this situation in an entirely new light. The psychological way to handle this problem should be shown and taught the foreman by competent personnel and I believe the rewards will be great to management if this one step is taken. —J. B. Seaberry, 230 Highview, Rt. 11, Box 206B, Fort Worth, Texas.

SECURITY VIA QUALITY AND LOW COST

The foreman's biggest problem in industry today is to maintain quality at a minimum cost. It is generally agreed that we are due for a period of recession sometime in the near future. This being true, every foreman should work toward creating job security. He must prepare now to offset the effects that a general recession will have on his company and on his particular section of the business.

This can best be accomplished by producing a product which, through its high quality and low cost, will demand repeat orders from the customer. But

high quality alone is not enough. We must strive to produce uniform quality. Our standards must be set high and then maintained without variation. If our standard is given a rating of 100 per cent, then each and every product must meet the standard so that it is not 110 per cent one time and 90 per cent another. Also, our standards must be periodically revised for undoubtedly they will be inadequate in the future. Such is progress and we can not have job security without it.

This principle applies to all phases of industry. Too often we think of quality only in connection with the finished product when, in reality, it begins with the first operation. Maintaining low costs has always been a supervision problem but it is now becoming more serious. The selling price is largely determined by the cost factors which the foreman controls. Even the highest quality product will not sell if the price isn't right.

As a foreman, I am confronted with many problems, but I firmly believe my biggest problem is to maintain quality at a minimum cost, thereby guaranteeing a future for my employees and myself.—Hubert B. Dutell, Braided Hose Division, Gates Rubber Company, Denver, Colorado.



Henry J. Taylor, "The Voice of Your Land and Mine," sponsored by General Motors: "Thanks, Management Men of NAF." Presented an award—"IN RECOGNITION OF OUTSTANDING SERVICE during 1947 in helping the American people to better understand their problems and their heritage, especially as they relate to industry"—Mr. Taylor acknowledged it over 500 stations Friday evening, September 17, from New York. Award, which was voted by the NAF board of directors, was presented by NAF National Manager J. E. Bathurst of Dayton.

Conference

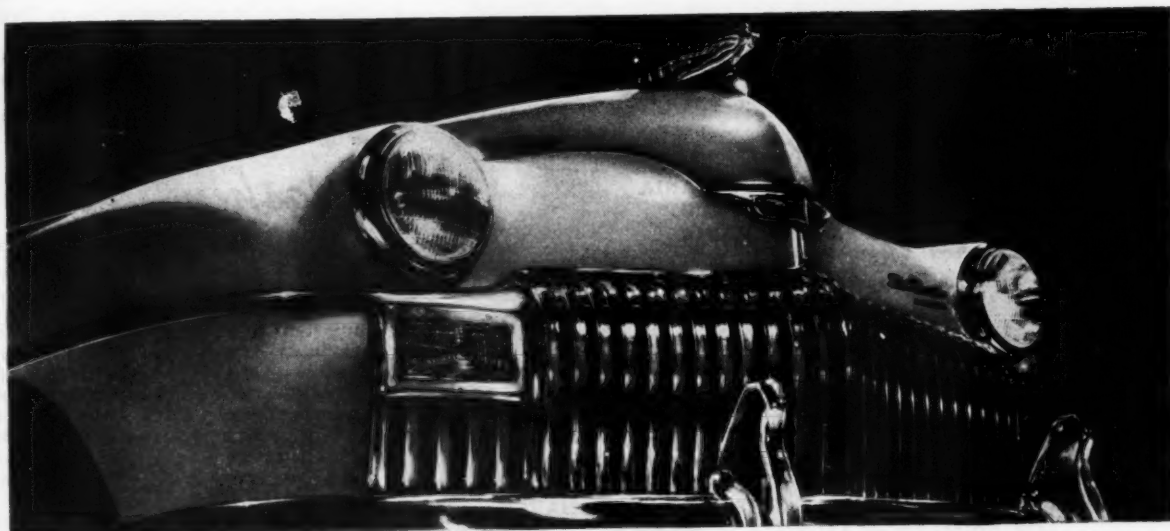
from Page 21

ledo. Conference sponsors include: Area Management Club (100 mile radius of Toledo); Chamber of Commerce, Toledo; Foremen's Club of Toledo; National Association of Foremen; National Office Managers Association.


October 1948 MANAGE

A DeSoto owner is in an

enviable position. He envies nobody. He drives without shifting. No other car could give him a smoother ride. He is accustomed to DeSoto's extra comfort and extra safety. He knows a good thing when he sees it...*and he's got it!*



Don't miss radio's most entertaining quiz show "Hit the Jackpot!" Magnificent prizes for listeners! Brought to you every week by your De Soto-Plymouth dealer, over all Columbia Broadcasting Stations

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Toledo; Personnel Managers Association, Toledo; Public Schools of Toledo; Society for Advancement of Management, Toledo; Toledo Technical Society; University of Toledo.

Quality of Program Kept Paramount

Every aspect of this program will be the finest quality we can develop, states Mr. Earley, and we assure industrial management that the program will be geared to vital and continuing management problems that can be solved through training. Practicality and down-to-earth talks and discussions will be the goal throughout. We aim to make it the "program of the year" for those engaged in, responsible for, or interested in training.

Manitowoc Shipbuilding Company

Manitowoc, Wisconsin

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LOS ANGELES — ATLANTA — MANILA, P. I.

On the Cover

from Page 1

accurate recollections of major plant changes which took place during the twenty-seven years he has been in charge. He will tell you, for example, speaking of the third major change, that "in 1936, the competition in the industry with other fuels and the labor situation made it necessary to mechanize the entire coal industry. This increased the production of each man; it also increased the reject and other foreign matter in the mercantile coal, which necessitated a more elaborate preparation plant. The present plant was put into operation in 1937, which at present has a valuation of one and one-half million dollars. It has a tonnage of 550 tons per hour. At the present time I have 75 men under my supervision. I feel we are able to satisfy the most exacting demands in both the domestic and commercial markets as to sizing, percentages, and dust proofing." Always there is that pride about his plant, his men, his industry.

Harrison Maynard is proud of his family, and the fact that they have given a good account of themselves is another achievement to his credit. Married to Thena Frazier of Steltner, West Virginia, when he was twenty-two, they were blessed with four children: A. S. Maynard, graduate of the University of Arizona, now plant foreman at Island Creek's Nos. 25 and 26 mines; Barbara, now married to Lt. Col. John L. Parker of Maxwell Field, Alabama; Jack Emerson Maynard, in the Navy for two and a half years, now a student at Marshall College. Harold Franklin Maynard died in infancy.

Mr. Maynard has been a member of the Baptist Church for twenty-six years—and he has been active in Christian service.

When the management club idea took root through the Island Creek organization, he served on its organization committee and had the honor to be the first president.

Washington

from Page 5

sion. This power is now lodged in the General Counsel of the National Labor Relations Board, and the decisions of the occupant of this office are vastly important in shaping the operations of the amended act. This official is independent of the Board itself and is not responsible to it. The amendment thus removed the charge that the Board is both prosecutor and judge. The actions of General Counsel and his assistants are likewise the object of close scrutiny by the watch-dog committee.

Thus, though members of Congress may be campaigning for re-election in widely scattered parts of this broad land with minds concentrated largely on matters foreign to labor management relations, through this innovation in the law, the operation of the measure and its administrative and enforcing agencies are a matter of daily appraisal by a Congressional agency.

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MANAGE



PEOPLE'S CHOICE

Seems as though nearly everybody wants Dodge All-Fluid Drive!

Dodge All-Fluid Drive takes the fight out of stop-and-go traffic driving . . . gives you smoother starts and stops with less gear shifting. Yet this important engineering advance is yours at no extra cost.

Experience Dodge All-Fluid Drive for yourself. Check the many other Dodge extra-value features . . . extra-roomy interiors . . . full-

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 Safety Rim Wheels, Floating Power,
 Full-Floating Ride, gýrol Fluid Drive

Dodge

SMOOTHEST CAR "AFLOAT"

... Economic Problem from Page 7

Third—they claim freedom from discrimination. . . . But the facts are that of the 177 races, nationalities, and tribes speaking 125 different languages and dialects in Russia, about one-third have been given political recognition. This is a smoke screen of theirs to create internal strife in America.

Fourth—they claim elimination of class differences. . . . This too sounds well and works badly. The small minority of Russians in the communist party are the privileged class in educational opportunity, housing, financial and social advantages.

Fifth—they claim they offer to all more educational, cultural and physical development. . . . Yet the leisure time of the Soviet worker is under strict state control. His education is indoctrination in Soviet aims and tastes rather than the individual seeking to expand his scope of knowledge for his own enjoyment.

Sixth — they claim elimination of waste and inefficiency in production and distribution. . . . They would eliminate waste of efficiency by standardization of products, elimination of competition, elimination of unnecessary and uneconomic duplications of services and facilities, by integrating wholesale and retail operations and by the elimination of advertising and aggressive salesmanship. Yet after 25

years their standard of living is roughly one-fourth that of ours on basic necessities such as food, and one-fiftieth that of ours on such simple luxuries as a bottle of beer, a ladies' coat, a wrist watch or a pair of galoshes. And on top of that, the few consumer goods that they finally are manufacturing are so shoddy in quality that most Americans wouldn't even have them.

Seventh—they claim their system will increase productivity. . . . This fallacy is built upon the idea that the worker will have a greater interest in the plant where he works because, as one of the people, he theoretically owns a part of it. But he has nothing to say in the management, can't quit if he wants to, accepts wages and hours the bureaucrats give him, and he may not, under any circumstances, strike. Even the manager takes orders from above, has no latitude, cracks the whip over his foremen and workers, or gets a whip cracked upon him from above. No, that system won't give increased productivity over the American system of free workers and free men.

Eighth—they claim their system stimulates patriotism, public service and conception of duty. . . . The Russian people seemed patriotic enough during the war when their country was being invaded. Whether the present attitude of the Russian people is

full of public service and devotion to duty, we do not know. Fear and the lack of opportunity to say anything prevent them from speaking their mind.

Ninth—they claim their system allows for easy preparedness for attack by a foreign power. . . . There is no doubt that this is a prime advantage of the Soviet system and, in my mind, about the only advantage. If they intend to make war with their economy, it is true they can probably control the secret preparation for it better under a police-state economy than a free economy. But even in this "lackadaisical, slow-moving, balance and counter balance" type of economy we have here, we are now taking the necessary steps to properly prepare ourselves. And thus the fellow travelers are left with actually no sound advantage to sell the American people on the Soviet system.

Yet all these fallacious arguments are making headway with large segments of the American people. And only because the *true facts of the American Economic System* are not continually told. It's the old story of one man telling a falsehood and a hundred men repeating it as true.

What We Must Do

The first thing we must do to correct this is to define our American system to the people so they know what the basic elements are. Thus, when decisions are made, they will be better

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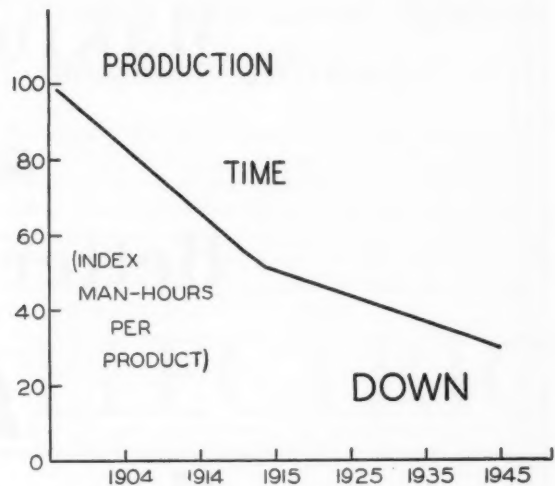
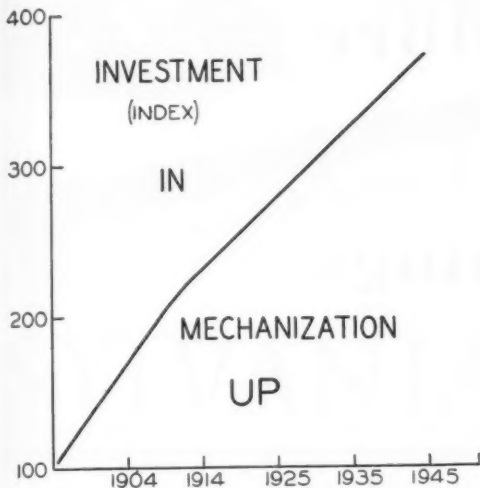
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MANAGE

the new official magazine of the
National Association of Foremen

Management Men:

INCREASE PRODUCTION BY PROVIDING YOUR PRODUCTION WORKERS WITH THE TOOLS OF INDUSTRY



SANGAMO produces the following Tools of Industry - - -

TIME SWITCHES

The application of Sangamo Time Switches to processing machinery, lighting installations, and other functions where it is desirable to control automatically an electric circuit on the basis of time, is frequently the answer to the requirement of industry for automatic control. Sangamo is a leader in this field and a complete line of time switches is at your disposal.

CAPACITORS

If your business is the manufacture of radios, television sets, or electronic control equipment you will be interested to learn that recently expanded production facilities make Sangamo an increasingly important source of supply in mica, paper, plastic molded, and electrolytic capacitors. The design of Sangamo Capacitors will meet or exceed the most stringent requirements of electronic applications.

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Chances are your firm operates one or more trucks. A Sangamo Tachograph is a recording speedometer which provides a graphic record of speed, mileage, and stops, thus giving to management a complete picture of the daily operation of a vehicle. Installed on your trucks, Tachographs will help to reduce operating costs and increase safety. Maintenance costs and "down" time will be lowered.

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Frequently power costs can be reduced while plant efficiency is increased by the improvement of your plant's "load factor." This can be done by the combined use of Sangamo Watthour and Demand Meters. Knowledge obtained by reading the meters may enable you to keep the power demand low in proportion to the energy required. The end result: Increased productivity through better power distribution.

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... you'll want Sylvania fluorescent lighting for maximum efficiency!



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The right kind of lighting—Sylvania Fluorescent Lighting—has accomplished all those things . . . can do all those things for your department! In every lighting installation, Sylvania engineers work for adequate quantity of light for the job to be done; a general lighting level over the whole area sufficient to avoid strong contrasts; a uniformly diffused light, free from glare. Sylvania specializes in *the right light for industry!* Sylvania Electric Products Inc., Fixture Division, Ipswich, Mass.

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able to judge issues that affect these basic foundation stones of the economy.

Our economic system, as we see it, is based upon five foundation stones:

First, *the right to own private property*—where a man can keep the fruits of his labor and pursue the occupation of his choice. This supplies the incentive to work to supply the goods and services all the people need.

Second—*the free market*—where every hour of every day all the people vote for or against the goods and services they want and in what quantities by the price they are willing to pay for them.

Third—*profit and wage incentives*—where profits and wages fluctuate according to the security, nature and risk of the venture or job, thus supplying the reasons for risk-taking, whether in a business or a trade.

Fourth—*competition*—which eliminates the apathy and stagnation of monopoly, guarantees progress by forcing people to continually improve their products and services offered on the free market.

Fifth—*Government regulation but not government control*. This polices the system effectively and keeps the biggest player from making over the rules. At the same time, it keeps the government from getting into the game and becoming the biggest player.

In our country the government is designed to serve the people, not rule them, regulate our economic practices

but not control them, enforce the rules but not call the plays. And we believe it should govern these activities by law and not by men—base decisions on the rules of the book and not on the personal opinion and judgments of the referee.

This system is unique to America.

It is similar to others but no other system *preserves the free market* as we do. Most other capitalistic countries favor rather than prohibit monopolies and cartels.

It is a *voluntary* system. It uses the carrot instead of the stick.

It is the *most democratic system*, political or economic, that exists in the world.

It preserves the *freedom of the individual* to a degree no other economic system does.

Finally, it has *succeeded in increasing production*, the primary function of an economic system, to a point never before approached by any other system men have lived under.

But all these facts must be continuously told or the lies and misinterpretations of them will prevail. We all share the responsibility. I as an advertising man—you by word of mouth and every means at your command dealing direct with the people you lead. If we all do this continually we can do our share in perpetuating the greatest economic system men have lived under.

MANAGE for SAFETY

Foremen from Page 11

self-respect being what it is and his experience as tough as it has been in recent years, this road is not easy to keep open and alluring. It calls for more varieties of managerial attention as well as of leadership-training than can be mentioned here—also more varieties than can be discussed in any few issues of *MANAGE*.

But, thanks be, there are today many signs that more appreciation than ever before is being given to the foreman as the man whose task puts him in the best possible position to make worker friends and influence worker people. The simple reason is that his task allows him, above all others, to meet them hourly where they most importantly live and move and have their being—there on the daily job beside him.

Our American foreman has been badly pushed around. But better, decidedly better days are surely now ahead!

Organized labor is all right until it progresses to organized loafing.

It is a general error to suppose the loudest complainers for the public to be the most anxious for its welfare.—*Burke*.



PETROLEUM PRODUCTS

THE ATLANTIC REFINING COMPANY

Higher Vision

from Page 9

So again I say: Who's going to manage whom and what?

I should like to give you some recommendations to ponder over—to you who are members of management:

1. See to it that the management team is manned by men capable of assuming their responsibilities.
2. Carry the management touch to the workers with the same zeal that you carry it to the customer.
3. Mount your position of leadership and do the things required of good leadership.
4. Organize your program, your approach, on the basis of winning the minds of your men. The odds are that they will be willing to do the right things.
5. Make your whole approach on the basis that it is a matter of understanding. I am convinced that where there is complete understanding, unity of purpose will follow.
6. Remember always when you are in the presence of your men anywhere, inside or outside the plant, they like to be noticed. If you have been the kind of member of management that you should be, they will quickly recognize you and speak to you. Or, if they are with friends, they will say, "That's the guy I work for, that's my boss. Gee, he's a swell guy!" Or, they may say, "See that guy over there? He won't see me.

I have to work for him—he thinks he's a big shot!"

Consider this: One of our workers who has been with us for ten years lives with his father. A few months ago he went home from work and he could hardly wait until he got there to say, "Dad, guess what happened to me tonight when I left the plant. My foreman said 'Goodnight, Jim, see you in the morning.' Now I can hardly wait until morning to see if he still feels the same as he did tonight."

That's the management touch at work!

Good Christian Men And Women Do Not Behave On The Basis Of The End Justifying The Means

Some day I hope to see an additional segment of management touch which, to my way of thinking, is sorely needed in all industry. It is just as definite a part of our human relations program as first aid or safety, or any of our educational work. It is to have an industrial chaplain working not only with the sick and injured, but those hundreds and thousands who need spiritual guidance; or, if that sounds too church-like, let's say good moral help.

What I am really trying to say is that the business of living has everything to do with the worker's frame of mind, his point of view, his attitude toward his work, his foreman, his management, his company. Yes, it even reaches the customer in the quality of the product of his work.

The chaplain would talk to groups, as well as individuals. It need not be a compulsory program with the workers. It need not be forced on anyone. It should, by all means, be a voluntary service. I am positive that the right personality in such work would soon prove to be the most valuable segment of all human relations programs.

Here's the reasoning for my convictions. Back in the pioneering days of industry when plants were small and workers were few in number, the foreman, the owners of the businesses in most cases, were good Christian, church-going men and they supplied much of the guidance and spiritual help when needed. Yes, you are now thinking the same as I; if the foreman did it then, why doesn't he do it now? Well, there's a lot of difference now.

In the first place, we haven't selected that kind of men. Secondly, the top leaders have not considered it important. Then, too, if they have thought about it, they said, "That's a job for the preacher, the priest or the church." But the trouble is, in this modern age they don't go to church. Therefore, it is not accomplished. Think, too, if you will, if they go to church they have only about one and one-half hours' atmosphere or influence while in the factory there's an opportunity for forty hours' influence.

Mark you this, good Christian men and women do not behave on the basis of the end justifying the means. The only offset for such an attitude is to make more Christian attitudes. Man-

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agement can spend all the money they want to on all the other segments of their human relations programs, or management touch, if you want to call it that, and the job they hope to do will not be done. Look all around you and point out any company or business that has done, or is doing the kind of job that ought to be done and which, I am convinced, can be done (oh yes, I have in mind a few that have done a fair job) and you will observe that they have made some progress. If you will check into it, you will find that the reason for their progress lies in their leadership, their management touch, and some degree of this Christian influence.

Management touch in industry is no better than the degree of God's touch back of it. It will work. Why can't we see it? Let's try!

Contributors

from Page 5

where, has a new vision of his own responsibility.

Mr. Roberts was born in Anderson, Indiana, January 4, 1893. Although he went to work shortly after graduation from grammar school, Mr. Roberts continued his education at night in high school vocational classes and at the Y.M.C.A.

His first job was obtained in 1907 as

a mechanic with the Maxwell Motor Car Company in New Castle, Indiana. After five months there, he went to the Western Motor Works at Marion as a bearing scraper, then to the Hukle Gas Engine Company in Lexington, Kentucky, and then back to the Western Motor Works as assistant foreman. In 1912, following a brief interlude as a garage owner in Anderson, he joined the Remy Electric Company in that city and remained with it until he left Anderson to go to Delco-Light in 1925.

Mr. Roberts joined Frigidaire in 1928 for a special assignment dealing with quality workmanship. He was promoted to assistant works manager and then was made general superintendent of Plant 2, a position he held from June 1, 1930 until January 1, 1941, when he was named factory manager of the division. He became general manager April 1, 1948.

Mr. Roberts' activities include: American Red Cross—1948 Campaign Chairman for Montgomery County; Boy Scouts of America—Member of Executive Board of Dayton-Miami Valley Council and Chairman of Organization & Extension Committee; Citizens Federal Loan & Savings Association—Member of Board of Directors; Dayton Bicycle Club—Member; Dayton Boys' Club—Member of Board of Directors; Dayton Chamber of Commerce—Member; Dayton Foreman's Club—Member of Board of Directors; Goodwill Industries—Member of Board of Directors; Kiwanis Club—Member of Board of Directors; Westminster Presbyterian

Church—Elder and Sunday School teacher; Y.M.C.A.—Senior Partner—Board of Trustees.

Mr. J. E. Bathurst, manager of The National Association of Foremen, is well known to our NAF readers. This month he discusses significant trends in management relations from the viewpoint of the NAF. As an associate editor, we may expect messages from him periodically. Frequently, they will have reference to administrative matters.

Mr. M. S. Dailey, personnel manager of the Manitowoc Shipbuilding Company and secretary of the Manitowoc Management Association, this month introduces our readers to some pertinent information in industrial psychology. It is very important that all management men understand some of the reasons why people react as they do and it is our hope that the interest which Mr. Dailey's article may arouse will result in further exploration of this subject.

Mr. Dailey was born in Marcellus, Mich., 1908. His formal education includes college and university work, majoring in journalism and psychology. For fourteen years he was engaged in the newspaper and radio fields and for the past seven years has been in charge of personnel at Manitowoc. Industrial relations and other affiliations include: Wisconsin Industrial Relations Association; Member of the Board of Directors of the Wisconsin Council of Safety; President, Manitowoc Indus-

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PHILADELPHIA

PHILADELPHIA

DETROIT

DETROIT

trial Safety Council; Member of the Board of Directors of the Wisconsin Anti-Tuberculosis Association and a member of Industrial Research Association of America.

Know Our Men?

from Page 13

enable him to enter medical school—so he has compromised on a related but what is to him a sublime occupation. Sublimation is a socially approved alternate when the real want cannot be satisfied.

The Fox Reasoned That The Grapes Which Were Too High . . .

Speaking of rationalization—we find it is a term in psychology that suggests a desirable type of behavior. One would suppose that it is derived from "rational," meaning "to reason." It is not. It means self-deception. It is a process of fallacious thinking intended to justify an adjustment that is emotionally desirable but not intellectually justified (and often socially disapproved as well). It is a procedure of fooling one's self into believing something that was originally recognized as false.

A common form of rationalization is to project the blame for the consequences of one's behavior to something else or to someone else. A poor golfer fools himself into believing that the fault is not with himself but with his clubs, or with the course, or with the ball, or even with the caddy. *Projection* is a misplacement of blame. The woman who has made an unsatisfactory marriage is likely to condemn her husband, or his family, or her children, or the neighborhood, or the marriage institution itself. She fools herself into believing that circumstances beyond her control were responsible for the failure of her marriage. She projects the cause of her failure from herself to someone else.

Projection may also take the form of excusing some fault, or socially disapproved motive, by pretending to see it in others. The woman who is unattractive is likely to see the same fault in many other women. The man who is secretly dishonest is likely to suspect that everyone else is also dishonest. It is easy to project one's own faults in others. In fact, when one is over-sensitive to the presence of some fault in others, the chances are that he also possesses the same fault.

The fox reasoned that the grapes which were too high to reach were too sour anyhow. They were unattainable and therefore undesirable. Many people engage in the same sort of rationalizing. A man who was not selected to be foreman expressed the opinion that the chosen man was most unfortunate. The job and all its attending problems, he said, made the foremanship at this time extremely undesirable. A rival who loses a girl's affections to a competitor can see all sorts of faults in her. He tries to fool

himself into believing that he is really the lucky man.

Another method of partial adjustment is to avoid or to evade the essence of a *difficulty*. Problems that can be avoided do not need to be solved. The problem of fitting into a disagreeable employment situation can be partly solved by getting another job. All of the difficulties of securing a college education can be side-stepped by not going to college. Sometimes such avoidance is justified but there is a danger of forming a habit of avoidance and then using it when a more complete adjustment could be made. When people habitually avoid problems, they become timid and seclusive. To avoid problems, they become unsocial, selfish, individualistic and suspicious. They withdraw more and more and live within a shell of personal interest. The habit of avoiding adjustment problems is more serious in mental health than is usually apparent. Children who avoid problems are seldom as much of a nuisance around adults as those who face adjustments and struggle with them. Consequently, avoidance habits usually become well formed before they are recognized as such. While evading adjustment is usually accomplished by withdrawal and introverted habits, it may be attained by "active attack." A problem may be evaded by defiantly attacking the difficulty. Instead of the individual adjusting to the difficulty, the difficulty is forced to adjust to the individual.

It is generally found that those people who have formed habits that produced complete adjustment are in good mental health. They enjoy the satisfaction of accomplishment. Those who have formed habits that produce but partial adjustment are in corresponding states of tension. They are not in mental ill health, and yet the happiness of living is definitely limited. They are handicapped. Still other individuals form habits that result in no adjustment. Their problems are neither increased nor diminished. Their tensions are not reduced. In time they become maladjusted personalities. The question arises: Why are completely useless adjustment habits ever formed? The answer depends somewhat on the type of habit, but in general, useless habits are carry-overs from childhood days. They indicate that an individual's personality has not kept pace with his years. An adult in age is not always an adult in conduct.

Worrying Is Not A Process of Adjustment

If a person should accidentally step on a tack, or sit on a pin, or touch his hand against a hot stove, and then should remain in that position without moving except to talk about it to anyone who would listen, he would be worrying. It is a state of grumbling and enduring. Worrying is not a process of adjustment. It is not even planning for adjustment. It is an utterly useless waste of time. Worry

usually occurs only when a person does not know how to make a successful adjustment. People do not worry about problems concerning which they have adequate knowledge. They may make continuous solution attempts, but they do not worry. The worrier does not try to solve his problems; he just talks about the fact that they exist. He continues to be irritated by his problems, yet he makes no attempt to reduce the irritation.

The worried person is often emotionally unstable. His wants are beyond his capacity and then he is irritated because he cannot realize his ambition. He becomes oversensitive. He worries about problems that should not concern him at all. He creates his own maladjustments.

The remedy for worry is to become so occupied with wants that can be satisfied that there is no time to worry about wants that cannot be satisfied. Active, successful people do not worry. A successful mother does not need to worry about her children; she is too busy to worry about not being elected president of the local chapter of her club. A successful machinist has no operation problems to cause worry; he does not have time to worry about problems that do not concern him directly.

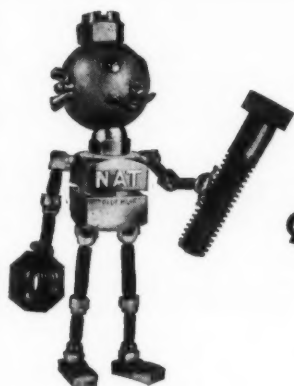
The importance of correcting the habit of worrying cannot be overemphasized. It always leads to something worse. Unfortunately, the mental capacity of the worrier is limited, and he usually needs help to correct his bad habit. The worrier should see a psychologist, a psychiatrist, or a mental hygienist of some sort, for assistance in substituting habits of adjusting to more sensible problems. Worry is senseless reaction to inappropriate problems.

We could go on indefinitely discussing the various factors that make up an individual's personality and include such subjects as negativism, regression, tantrums, phobias, obsessions and compulsions, anxiety, repressions, fantasy, and they will lead us back to the all important question of why, given a problem, do people think and act differently? The human being is a complex adjustment mechanism.

Actual or fancied wrongs, illnesses or joys can cause feelings of anger or elation to the point that they become dangerous factors in industrial relations. Maladjusted people are employment liabilities unless given understanding assistance by foremen and supervisors. We believe that all supervisory personnel should be trained in facts such as those presented, so that they can be better prepared to aid the worker to adjust. This will prevent a loss of man hours, labor turnover and compensation cost and in turn will make for more efficient operation.

What Were Your Reasons?

Sincere consideration must be given to this problem of adjustment as it relates to the human behavior factor in our employee relations programs. It



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seems to me to be the crux of a workable employee supervisory relationship. It behooves us as management men to adopt the slogan which is as old as Christianity itself: "The world steps aside to let any man pass who knows whither he is going." Keeping this thought in mind, just ask yourself these few questions. What were your reasons for becoming a management man?

Wasn't it because you were ambitious to succeed? Wasn't it because you had confidence in yourself and in your ability to step out of the ranks and become a part of management? Wasn't it because you felt you had the ability to be a leader rather than a follower? Wasn't it because you had the courage to step out of the ranks and depend on your own talents and your own strength to get ahead in the world? Wasn't it because you had the foresight to look ahead to gain advancement in your chosen industry? Wasn't it because you wanted to make better than an average success of your life and provide for your loved ones, some of the things that come with improved position and improved earnings? Wasn't it because you felt that by advancing yourself, you also advanced the good of your fellow men and associates, by helping them to do a better job? Wasn't it because down deep inside of you somewhere you knew you had "more on the ball" than the average man and that you were bright enough and tough enough to stand on your own two feet and make your own way in the world?

We can thank God we live in a country where a man who has the talent for leadership is free to advance himself by his own efforts to the limit of his ability and his willingness to work.

After all, as management men we shall become increasingly responsible for larger shares of our Company's operation. If we do not have the courage that will pull us through personal setbacks, where will we find the courage to pull our Company through a bad break or a business recession? Managers that cannot survive personal disappointments will never build organizations tough enough to survive business setbacks. And don't forget this—if it were easy to be a manager, the ranks of management would be so crowded already, we wouldn't stand a chance of getting in. Courage as well as talent is needed to stand out above the crowd.

By any standard of measurement, whether it be material wealth, physical health, personal freedom of action or the opportunity to start our children out in the world with more advantages than we possessed at the same age, life in America is superior to that found in any other country, regardless of its history or its natural resources.

But we must recognize that the basic ways of doing business and of living, that have produced superior conditions in America, are under heavy pressure from those malicious or misinformed persons in our midst, who either cannot or will not go to the effort of better-

ing themselves by their own hard work and study.

Shall We Make Our Voices Heard?

The time has come when the leaders of American business and industry should individually and collectively accept the responsibility of defending and advocating the system under which we are living and working successfully.

After all, there are in this country many more successes than failures—many more well adjusted people than malcontents. It is time that we who are in the majority make our voices heard in the affairs of the country.

The road of advancement along which we travel is open to any man. Not who we are, but what we can do, will determine our further progress. Very definitely the future of our country is in the hands of men of management like ourselves, in every business and industry across the country. So let's be honest with ourselves—our own futures and that of the country depend on our making our system of individual enterprise work, and work efficiently.

The day is not too far distant when every progressive company of any size will have a director of human relations in a staff capacity. His interest will not be solely employee relations, personnel, industrial or public relations, but will encompass them all. He need not know the techniques of personnel administration, how to negotiate a contract with labor, or how to land an article on the front page of a community or metropolitan newspaper, but he will see the relationship in terms of human values among the end results of these and similar techniques.

Not only will he make specific recommendations to executive management with respect to new policies and procedures which will make for improved human relations, but he will point out to them, instances in which employee relations and public relations working at cross purposes are creating confused human relations. This will be the job of coordinating all of the company's human relations policies and activities into a clear, consistent, easily interpreted fold.

Developing Managers

from Page 21

potential in industry is inside that wide gap that exists between what a worker does as against what he should do. . . . We should be super-visors not just super-workers. . . .

The gang takes to him, firing a barrage of questions and getting practical suggestions on tools to produce good human relations in their plants. . . .

They seem reluctant to adjourn. Little groups of men gather. Some are congratulating the last speaker. Others are rehashing what went on during the day. Fred is in one of these groups.

Al looks like he wants to get in on one of these sessions but does not make the move. One of the staff men approaches him.

"Al, how about getting together after dinner for a beer or two? I'd like to talk with you about the Seminar, particularly Thursday and Friday sessions."

"I guess it will be okay."

"Fine, how about 8:00 at the Wagon Wheel?"

"It's a deal. . . ."

Al is sitting at the bar when the NAF man arrives. He orders a couple of beers and they talk about Dayton, its traffic rules, its night spots and its people. At Al's suggestion they go up to his room and the conversation continues.

"Al, you impress me as a fellow who knows his way around and I respect your judgment. What do you think of the Seminar, based on the past couple of days?"

"I'm not sure. . . . It's running like a clock and every guy on the program says the right thing at the right time. How much time did you spend coaching them?"

"None—every man gives you his own opinion. I'll admit we do pick them because we think they have a real message to offer and are the best in their field."

"You say you're not trying to sell anything but you're doing a hell of a job selling NAF."

"It's pretty easy to get enthusiastic about something in which you believe, Al."

"I like what I've seen so far but I'm not sure it isn't a beautiful job of propaganda. I'd rather wait until the end of the week before I make up my mind."

"Okay. By the way, on Thursday we take up 'Management Problems in Human Relations' and then Friday each man or company has a chance to take up an individual problem. You can get the best thinking of the panel and the other fellows to check against your own. The plan is all described in the 'Individual Problem Assignment Sheet' we passed out yesterday. Do you want to take part?"

"I don't know. I see on the sheet that it says 'discuss the points with men from your group.' Does this mean Fred?"

"It could."

"Well, he doesn't like me and I'm surer than hell not going to try and change him."

"Are you willing to think it over during the next couple of days and let me know Thursday night whether you want to present something to the group?"

"Sure thing!"

"Good night, then—and thanks for your company and the drink."

"That's okay. I'm glad you stopped by. Good night."

(To be continued)

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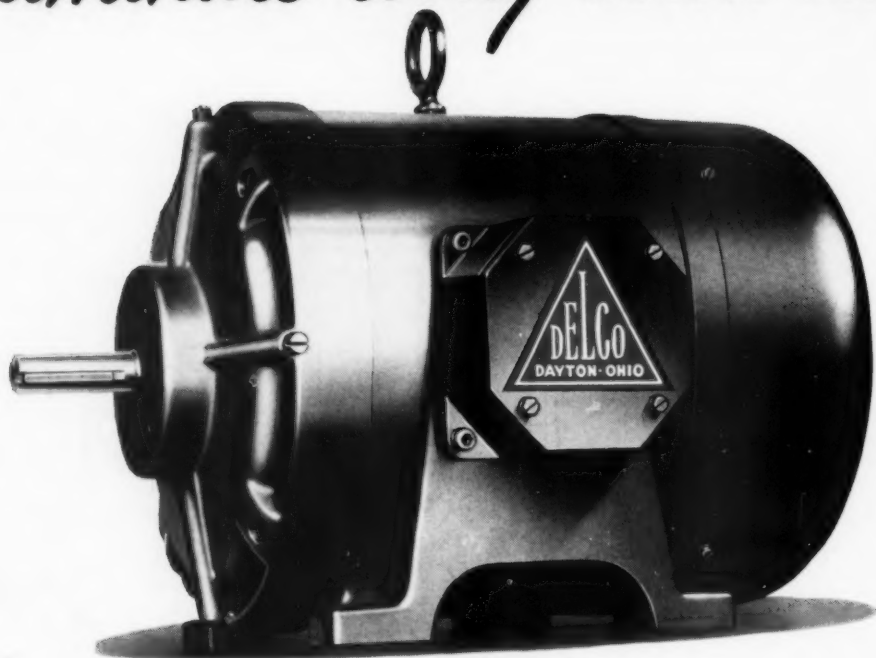
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